

**SAN ANTONIO BRAC 2005  
GROWTH MANAGEMENT PLAN**

**TASK 5**

**FORT SAM HOUSTON  
SUSTAINABLE NEIGHBORHOOD  
REVITALIZATION AND  
REDEVELOPMENT PLAN**

**PREPARED FOR  
CITY OF SAN ANTONIO  
OFFICE OF MILITARY AFFAIRS**

**BY  
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# SAN ANTONIO BRAC 2005 GROWTH MANAGEMENT PLAN

## FORT SAM HOUSTON SUSTAINABLE NEIGHBORHOOD REVITALIZATION AND REDEVELOPMENT PLAN

### TASK 5

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# **FORT SAM HOUSTON AREA GROWTH MANAGEMENT PLAN**

## **TASK 5**

### **FORT SAM HOUSTON SUSTAINABLE NEIGHBORHOOD REVITALIZATION AND REDEVELOPMENT PLAN**

#### **1.0 INTRODUCTION**

The Growth Management Planning process includes eight tasks as shown in the figure at the right. This report responds to Task 5.

The Growth Management Plan study area includes neighborhoods proximate to Fort Sam Houston, as shown in the attached map. Some tasking in the GMP relates to issues outside the study area, such as Wilford Hall on Lackland Air Force Base or the Burn Unit at the Walter Reed Army Medical Center in Washington D. C. Some tasking relates to assessment of impacts of the entire region. The report thus contains a blend of discussion about: (1)

The Standard Metropolitan Statistical Area; (2) The City of San Antonio; (3) Bexar County; (3) other larger or smaller geographic areas that may be impacted by the BRAC program as it is presently being implemented; and, (4) the study area outlined in the City contract (shown in the next section). An effort has been made to include consideration of larger potential impact areas and then focus in on impacts nearer Fort Sam Houston as appropriate.

Task 1: BRAC Community and Economic Impacts Analysis

Task 2: San Antonio Military Medical Center Public Transportation

Task 3: Fort Sam Houston Off-Post and On-Post Transportation Infrastructure

Task 4: Fort Sam Houston Commercial Revitalization and Reuse of Army Surplus Property

Task 5: Fort Sam Houston Sustainable Neighborhood Revitalization and Redevelopment Planning

Task 6a: Redistribution of Healthcare as a result of realignment of Wilford Hall Medical Center (WHMC)

Task 6b Military Clinical Training

Task 7: Regional Coordination and Communications

Task 8: Integrate Work Accomplished for Tasks 1- 7 into a Growth Management Plan

#### **1.1 ABOUT TASK 5**

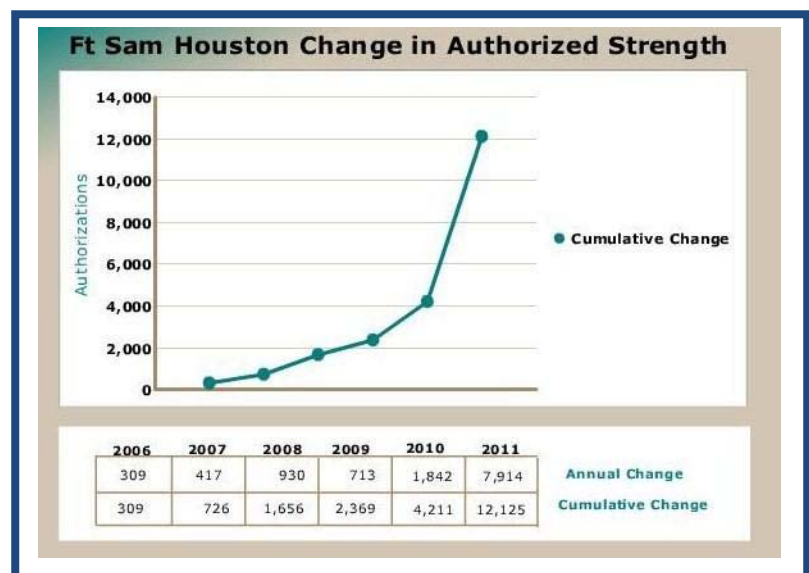
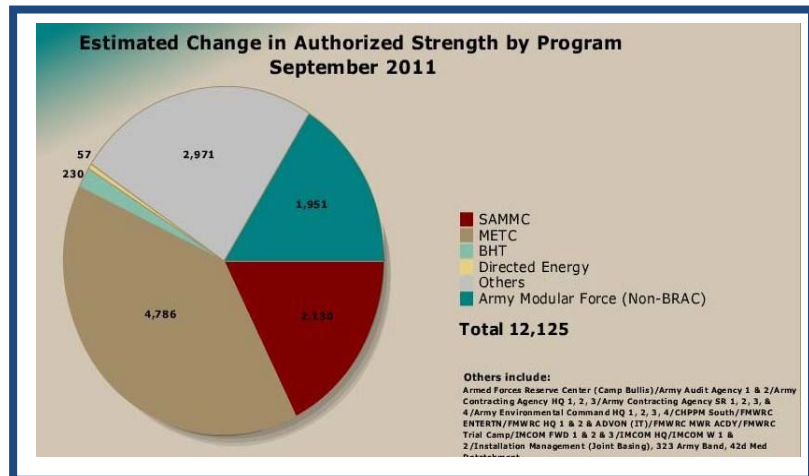
The City asked that the Growth Management Plan evaluate the community impacts that could occur as a result of Fort Sam Houston BRAC actions and develop strategies for: (1) Mitigating any projected BRAC issues or shortfalls; (2) Capitalizing on economic development opportunities; and, (3) Capitalizing on neighborhood revitalization opportunities. The study was also to recommend specific development opportunities and provide “high-level” development plans for properties to illustrate the potential for such activity. The plan thus includes a general plan as well as suggested opportunities

for development of specific parcels of property within the neighborhoods surrounding the post. These suggested opportunities are keyed to options for leveraging growth to create economic development opportunities that would benefit the both the community and the military. The task has been accomplished in coordination with the Military Transformation Task Force (MTTF) - Neighborhood Revitalization and Local Community Impacts Committee and the City of San Antonio Fort Sam Houston Advisory Board.

Revitalization of neighborhoods surrounding Fort Sam Houston will require a comprehensive strategy that addresses housing, quality of life, education, public safety, economic opportunity, transportation, infrastructure, amenities and services. A comprehensive suite of life-style features is essential to develop or attract and retain of a high quality workforce that will live in a smart-growth community centered on employment opportunities on and off the post.

A new urban-lifestyle community must be created and must be effectively marketed to the employees who must find it attractive to live and work in a new urban center surrounding Fort Sam Houston. Such a development strategy is essential, both to attract workers for BRAC positions and to leverage the economic growth and neighborhood revitalization potential that BRAC represents.

The report also addresses an essential element: ensuring that existing residents have every opportunity to participate. Participation involves keeping pace with neighborhood improvement by enhancing their residence. It also means being part of the rising tide of job and business opportunities that pace both economic and neighborhood revitalization. Finally, participation means protecting those who are not able to participate in economic revitalization from the rising cost associated with increasing prosperity and property values.



## 2.0 POLICIES TO REVITALIZE HOUSING STOCK IN NEIGHBORHOODS AROUND FORT SAM HOUSTON

**Findings, Conclusions and Recommendations:** Steps in developing a response to this task included: (1) Collection and review of data on the existing housing stock in neighborhoods around Fort Sam Houston; (2) Review of Neighborhood plans, historic housing surveys from the Historic Preservation Division, windshield surveys and on-line real estate websites surveys were made of the existing conditions of housing stock; (3) particular attention was paid to vacant lots, rental properties and absentee ownership.

A conceptual development plan and overall development recommendations were formulated. These included specific recommendations for development nodes, as requested in the City scope of work. The plan also considered redevelopment and infill opportunities, enhanced traffic flow and neighborhood gateways, increased green space access for Fort Sam Houston personnel as well as San Antonio residents, financial tools to encourage redevelopment including a possible Brooke Army Medical Center (BAMC) Medical Education and Research Conservation Overlay District, and historic neighborhood revitalization. The plan and an index of site specific descriptions are discussed in Section 7.0 of this report.

Information was reviewed with Key stakeholders that may have a role in implementing action scenarios for this study. Public stakeholders interviewed, included the City of San Antonio Planning Department, the City of San Antonio Neighborhood Action Department, The City of San Antonio Historic Preservation Division, San Antonio Housing Authority, the Army, Mayor Phil Hardberger, Judge Nelson Wolff, City Manager Sheryl L. Sculley, District 2 City Council Representative Sheila McNeil, and representatives of the San Antonio Parks and Recreation and the San Antonio Independent School District, among others.

Recent housing developments within the study include two from the San Antonio Housing Authority. The Artisan at Salado Falls, 3714 Binz Engleman, is an affordable housing apartment complex located in the East section. The W.C. White Apartments located at 618 N. Hackberry is new construction/renovation of affordable senior living apartment complex with 75 one-bedroom units. The Vidorra, 215 Center Street is just on the edge of the study area. The 20-story building will contain two towers and include condos and town homes. The Friedrich Building which is also just outside of the study area is planned to be a mixed use commercial and residential development. Currently no other developments have been identified.

Several builders were also contacted to discuss needed policy changes. These builders include

- Bill Pitman, Alamo Custom Homes and Alamo Construction - 830-980-4246 - Former President of the San Antonio Builders Association

- Bo Broll, Broll Homes - 830-980-6466. Currently doing a town home project off Howard near Olmos Park; works on commercial retail and all types of residential. At the present capacity he could complete up to 100 houses per year.
- Chris Condon, Sageleaf Custom Homes, 210-279-3638. Interested in working on multiplexes (duplexes up to 8-plex and small single family residential).
- Mario Aguilar, Oiram Builders, 210-725-8653 – Focus is strictly residential and remodeling; over 30 years experience in Olmos Park, King William and all over San Antonio
- Ryan Drechsel – Lowell and James, 210-954-6427 – Currently building town homes in Tobin Hill. They already considered a project in Government Hill.
- Todd Williams – Double Diamond Custom Homes, 210-493-5800- Currently working on custom home in Terrell Hills
- Peter French – INCAP, 512-217-2786 – Their company focuses on creating urban villages. They have done 1000 town homes in the uptown area of Dallas, the Cultural Arts District in Fort Worth, North Oakcliff in Dallas and a 2200-acre subdivision outside of Austin, Plum Creek.

Phone interviews were also conducted through which builders were asked how the city could facilitate development in the study area. Main areas of concern are:

- Security
- Zoning
- Bureaucracy
- Financial Incentives
- Public/Neighborhood groups
- Schools

#### Security

A Development Zone that provided help with on-site security and perimeter fencing would be extremely helpful to developers. In areas of high crime, people are stealing raw materials from construction sites, and police are often already too busy to respond.

#### Zoning

In order to do true mixed use, flexible zoning needs to be implemented. Where appropriate, zoning needs to be changed to allow for mixed-use and more building set-backs appropriate for an urban location (not set backs designed for more suburban settings).

#### Bureaucracy

One of the biggest challenges for developers is how long the process takes to get projects approved and re-platted. The red tape can tie up a project for two years. This ties up money and is very expensive. It would be helpful for each project to have a case manager to walk the project through to completion.

### Financial

Incentives, tax abatements and grants are all helpful. In this case the grants could take various forms. For example, cost of land acquisition could be offset by the ability to purchase or lease land on-post at less expensive rates.

### Public/Neighborhood Groups

Public perception of new development is important, and neighborhood activists can halt development through political threats. It would be helpful to have one person to manage neighborhood groups to help get everyone on the same page.

### Schools

Opportunities for charter schools, private schools, and private medical training and research facilities need to be nurtured.

Several additional policies were suggested for consideration to stimulate housing development or redevelopment in the area. These are listed below, and some are currently used by The City of San Antonio:

- Enterprise Zone Initiatives
- Empowerment Zone Initiatives
- Business Zone Opportunities
- Incentive funds for targeted industries
- Industrial Revenue bonds
- Small business services
- Workforce development assistance
- Chapter 380 of the local development code – provides legislative authority for municipalities to establish a program to make loans and grants that promote state and local economic development opportunities and stimulate business and commercial activity.
- Tax Abatement incentives – used to support and direct private investment
- Business and Economic Development Incentive grants
- Loan Guarantees
- Federal Appropriations for emerging industry centers
- Parcel to parcel linkage plan- link development on east side with development opportunities in the Central Business District
- Historic Tax Credits – The City of San Antonio Planning Department in conjunction with the Historic Preservation Division, State Historic Preservation Officer, and the National Trust for Historic Preservation can use historic tax credits and related programs to help revitalize the historic housing stock in the neighborhoods with housing that qualifies. Some of these programs can help with:
  - Providing assistance on applications
  - Providing money to cover application fees
  - Preparation for the tax credit
  - Loans to restore historic properties.



### **3.0 HIGH-LEVEL PROJECT PLANS**

In concert with the area market and land use analysis portion of the study, the study team considered development of high-level project plans for up to five highly desirable project options for housing development or redevelopment or mixed-use development with a substantial housing component. Each proposed project includes recommendations for implementation and funding.

#### **Findings, Conclusions and Recommendations:**

A Conceptual Land Use Map has been developed which identifies sites both on and off the post. The map includes high-level development plans for each parcel. The map includes some 30 separate sites off the post, as well as nearly a dozen sites on the post which are under-utilized and could be developed. Many of the on-post and off-post sites could be developed jointly to significantly enhance the potential value of those companion sites. In addition, there are numerous opportunities for renovation of existing housing stock and for development of infill housing. The military has postulated a need for some 4,000 homes, and the plan recommends an initial target of 5,000 homes of which 1,500 would be refurbished existing homes, 1,500 would be infill housing and 2,000 would be new units clustered in mixed-use complexes. The conceptual land use map is shown in Figure 3-1 on the next page. The alphanumeric designations are an index to the high-level development matrix, which found in Section 7.3. The matrix includes a development plan for each site. Where on-post and off-post sites are adjacent, a single plan is proposed for the two companion sites.

Figure 3-1: Conceptual Land Use Map

**Fort Sam Houston GMP  
Conceptual Land Use Plan Map**

**Conceptual Land Use Plan Legend**

- Transportation Node
- Activity Node
- Special Use
- Existing Parks
- Proposed Parks
- On Post Development Opportunities
- Off Post Development Opportunities
- Road Improvements
- Road Connections/Improvements



## 4.0 STRATEGIES TO ENCOURAGE PRIVATE INVESTMENT

To successfully address neighborhood revitalization, the focus needs to be applied to specific geographic targets as well as to a strategic action approach based on timing. Additionally, there are numerous “soft” planning strategies that should be implemented immediately.

### 4.1 IMMEDIATE STRATEGIES

In order to minimize the negative and optimize the positive impacts of BRAC on the adjacent neighborhoods, the priority is to get a positive message out about the neighborhoods proximate to Fort Sam Houston. Although well intended, many agencies, entities, real estate professionals, business organizations and public and private outreach groups are simply sending out the wrong message. This is most conspicuous in the Army’s *“Fort Sam Houston Military Relocation Guide.”* This hands-on publication provides incoming personnel a list of on-post contacts and resources, and also provides a cursory tourist overview of San Antonio. Unfortunately, it promotes housing and apartment developments that are mostly part of suburban sprawl. Several of the maps portray a “downtown” loop, and an outer loop promoting housing areas in the areas beyond the outer loop. This publication does not highlight the culturally-rich neighborhoods proximate to Fort Sam, or the other quaint inner city areas and historical districts.

It is recommended that this publication become a concentrically-based promotional piece that appropriately describes Fort Sam Houston and its adjacent cultural, recreational and quality-of-life offerings. It should focus specifically on the adjacent neighborhoods. The neighboring areas all offer uniqueness, different levels of historic integrity and different options of density, price, and proximity to amenities. Then after these are all depicted in a positive light, the next adjacent tier should be described, and so on, moving outward from the post.

Another immediate strategy is to determine current locations of the individuals who will be relocating to work, train, and receive their education in San Antonio. These people should be contacted en masse. Efforts in other parts of the country going through BRAC realignments have found that the only way to really “steer” revitalization efforts is to go after these groups in as many outreach programs as possible. This has included among other things:

- 1) Repackaging the overall message that comes generically from the post;
- 2) Using all appropriate media to get that message out, including publications, direct mail campaigns, mass e-mails, providing e-linkages to existing city, county and agency sites, creating a specially designed website for “Live here, work here, play here” messages:

- 3) Develop a confederation of real estate professionals, brokers, builders, lending institutions and related professionals that is specifically and uniquely trained, experienced and qualified with the study area and adjacent inner city.
- 4) Provide an on-call “docent” program, preferably using the above professionals as a resource pool, to offer tours of the targeted neighborhoods and opportunities.

Another immediate action item would be to start using off-post park and ride shuttle opportunities, which could include pre-boarding security checking or checking at-post arrival and/or transfer station. This action could be done now for specific clusters of employment, administration and construction, and could later be better systemized when an on-post shuttle system is in place. Opportunities available at present include the 9,000 spaces at the SALE/AT&T Center which would be available most of the time. This would need to be coordinated with these two organizations with the oversight of Bexar County. Subsequent locations should include the various VIA Park and Ride facilities for specifically targeted geographic locations. For instance, with the primary vector of approach from the northeast, a consolidated lot in and/or adjacent to the old Windsor Park Mall would be ideal.

## **4.2 POLICIES TO ENCOURAGE INVESTMENT IN HOUSING AND BUSINESSES**

The key to revitalizing housing in the study area is to encourage rehabilitation of housing within the existing neighborhoods and to nurture and encourage business development to provide residents with necessary services. Neighborhoods need access to basic services such as grocery stores, banks, post office, beauty shops, hardware stores, etc. They also need access to other types of shopping and to be in close proximity to schools and activity centers. It is the combination of housing and amenities that make places desirable places to live.

Existing housing stock that is good, specifically in the Historic Districts of Dignowity Hill and Government Hill and the Mahncke Park Conservation District, needs champions to help individuals access funds to remodel, restore, maintain and purchase these homes. Within the designated districts, historic tax credits are available to offset some of these costs. According to the City of San Antonio Historic Preservation Officer, there are four potential areas recommended for historic district status on San Antonio’s East Side. If these districts were designated as historic, existing and potential owners would be eligible for the tax incentives listed below. Other adjacent areas that are currently not designated as specific districts also have good examples of significant architecture that is worth preserving. These properties would have to also be included in an overarching district or have individual historic designation to benefit from these tax incentives.

### **4.2.1 EXISTING POLICIES FOR INDIVIDUALS**

#### **Historic Housing**

- **Residential Rehabilitation Tax Exemption** – No City of San Antonio property taxes for 5 years and 5 years requiring payment of 50% of the total assessed ad valorem taxes.

- **Historic District Designation Tax Exemption** – All properties located within a newly designated historic district receive a 20% credit off the assessed City ad valorem tax total for 10 years.
- **Long-Time Resident Tax Exemption** – 5-year extension of the 2005 credit for all property owners that can show proof of ownership and residence within the historic district boundaries prior to its designation.
- **Historic Preservation Tax Exemption for Substantially Rehabilitated Rental Properties** – For owners of property of an individually designated landmark or within a local designated historic district that subsequently rehabilitate their property and then lease 40% or greater of available rental units at “affordable” rates. Ten years of zero assessed City ad valorem taxes.
- **Community Grant Program** – San Antonio Conservation Society – Two funding rounds, owner must contribute to repairs.

#### **Other Programs through COSA**

- **Owner Occupied Housing Rehabilitation** - Financial assistance is available to low-income homeowners that need to rehabilitate their home. If a home is deemed economically infeasible for repairs, the home may be reconstructed.
- **Rental Rehabilitation** - Financial assistance offers rental property owners low-interest financing for the cost of repairs on single-family and multi-family investment rental property. The property must have structural damage to at least one major system component, including mechanical, electrical, plumbing, foundation and/or roof. Property owners must rent the rehabilitated units to low-income families at fair market rates or below.
- **Lead-Based Paint** - Housing repairs address lead-based paint hazards in single family units with children ages 6 and under who have been diagnosed as having elevated blood lead levels of 10 mg/DL or higher. Targeted area is within Loop 410.
- **Operation Facelift** - Façade improvement Grant -Up to \$15,000 to matching funds is granted for improvements such as paint, signage, wood replacement, masonry, windows/doors, etc.

#### **4.2.2 POLICY RECOMMENDATIONS**

- The City of San Antonio (or a designated development authority) should look into taking back lots and structures that are delinquent in taxes and sell them to people to restore or rehabilitate at a greatly discounted rate.
- Any additional historic district recommendations need to be pursued.
- Help should be given to owners or potential buyers of significant individual structures to include them on a Local or National Historic Register.
- Create funding for residents similar to the proposed Historic Homeowners Assistance Act where twenty percent of qualified rehabilitation expenditures are credited against a home-owner’s federal income tax liability up to \$40,000 (\$200,000 of qualified rehab) for each principal residence. A developer may rehabilitate a qualifying property and sell it to a homeowner with the credit. Taxpayers with little tax liability may convert the credit into a mortgage credit certificate to reduce the costs of home ownership (in a distressed census tract).

### **Specific Neighborhood Recommendations**

For the neighborhoods of Government Hill and Dignowity Hill, there is a Historic Design Review Commission that oversees exterior changes to properties. Mahncke Park also has developed design guidelines through its designation as a Conservation District.

#### **Government Hill –**

Part of Government Hill is a local historic district. The entire neighborhood, however, should be in part of a district so that design codes and infill development will have overall district cohesion.

Current design guidelines for the historic district can be viewed online:

<http://www.sanantonio.gov/historic/tools.asp>

<http://www.sanantonio.gov/historic/docs/GovtHillDG/Govt%20Hill%20Pt%203%20-%20Exterior%20Rehab.pdf>

#### **Mahncke Park –**

Already a Conservation District, Mahncke Park has seen improvement in housing stock and home values have increased significantly.

#### **Dignowity Hill –**

With the best collection of significant structures on San Antonio's East Side, Dignowity Hill has already achieved Historic District status. On a hill that overlooks downtown, a View Shed Protection District should be explored. Current residents need help with applications for the programs for which they already qualify.

#### **Houston Street –**

Design guidelines need to extend from Houston Street Downtown Historic District all the way to Onslow. Already surveyed as a part of its Capital Street Improvements, many significant historic structures exist between Pine and Onslow. These commercial properties need to be a part of a district or individually designated so they can qualify for the 20% Federal Tax Credit as well as the local tax credits available.

### **Commercial Revitalization**

The ERA Arena District/Eastside Community Development Plan outlines in detail financing options through COSA as well as State and Federal options. Please see <http://www.sanantonio.gov/planning/pdf/neighborhoods/eastside.pdf> for the complete report. The ULI study on the St. Paul Gateway District also includes several funding recommendations. It can be found at:

<http://www.sanantonio.gov/planning/pdf/neighborhoods/SanAntonioTX04v7.pdf>

**Currently San Antonio's East Side has the following designations among others:**

- TIRZ Zone
- Empowerment Zone
- Historically Under-utilized Business Zone
- Industrial Development Bonds
- Industry Workforce Assistance Grants

- Inner City Increment reinvestment Zone #11.

All of these designates provide money and funding options that can be available to promote business and commercial development. A designated Development Corporation for the study area or for at least the proposed SAMMC District could help businesses take advantages of many programs that already exist. Some existing programs are listed below.

## **Federal, State and Local Programs**

### **COSA Housing and Neighborhood Services Department**

COSA's Neighborhood Commercial Revitalization Programs exists to promote the revitalization of neighborhood commercial districts by attracting consumers, private sector investment and spending to each commercial district. Below are some of their programs.

- **Tax Increment Finance**

This financial incentive is used by the City, through Chapter 311 of the Texas Tax Code, to capture the future tax benefits of publicly financed improvements to pay the present cost of implementing the improvements. The developer fronts related cost to finance public improvements on a reimbursement basis.

- **Affordable Showcase of Homes**

A public/private partnership seeks to revitalize the inner city by increasing the number of affordable housing units. This collaboration has enabled partners to work with low to moderate income families at each step of home buying, to offer a compelling package of financial and other incentives that make homeownership a reality.

- **Neighborhood Sweeps**

This intensive two-week program concentrates of the delivery of City services to targeted neighborhoods. Once the neighborhood is identified, community meetings are conducted to assist residents in identifying priorities. Services include but are not limited to street repair, vacant lot clean up, brush collection and code inspections. During the 2-week period, a staffed mobile unit is stationed at each site to allow residents to meet with city personnel to voice neighborhood concerns.

- **Brownfields Program**

Brownfields are areas that have real or perceived environmental contamination. EPA Grants fund areas available for site assessment and /or remediation planning and design. NCR can help with grant-writing and applications.

- **Federal Appropriations for Emerging Industry Center** – the new SAMMC Overlay District

- **Federal Historic Tax Incentive Program for Income–Producing Properties**

A 20% tax credit is available for income-producing rehabilitated properties (including apartments and office buildings) that are located on the National Register or within a locally designated historic district. Incentives for the study could include providing professional assistance on applications, providing money to cover application fees (\$250 - \$2250 each), coordinating with State Historic Preservation Officer, or assisting with the IRS preparation for the credit.

- **COSA Economic Development Department**

Economic Incentives and designations available through the Economic Development Department include Tax Abatement, Freeport Exemption, Enterprise Zone, Foreign Trade Zone, Defense Economic Readjustment Zone, and Historically Under-utilized Business Zone.

**Empowerment Zone** – San Antonio was designated as a Round III EZ community by HUD in January, 2002, and the designation lasts through 2009. This designation allows businesses to receive wage credits, tax incentives and bond financing to help stimulate job growth and promote economic development.

**Chapter 380 of the local development code** – This code provides legislative authority for municipalities to establish a program to make loans and grants that promote state and local economic development opportunities and stimulate business and commercial activity.

**Incentive Scorecard-** The City of San Antonio already employs its Incentive Scorecard System to encourage development. The more criteria the project meets on the scorecard, the more incentives are available. Currently, this system can be utilized for projects that include affordable housing, infill housing, mixed-use development within the commercial business district, market rate housing, downtown development with targeted areas, Green Building Initiatives, and protection of the Edwards Aquifer. The program offers incentives through reductions, waivers or rebates of fees for the following:

- Street and sidewalk closures
- Preliminary Plan Review/Plan Review by Appointment
- CPS Energy Lane Conversion
- San Antonio Water System and Water and Sewer Impact Fees.

## **Other Funding Opportunities**

Many organizations across the country offer grants and other assistance to cities and neighborhoods. Some of these include:

- Trust for Public Land
- America Bikes
- America Walks
- American Public Transportation Association
- Campaign to End Obesity



- National Center for Bicycling and Walking
- Rails to Trails Conservancy
- Reconnecting America
- Safe Routes to School National Partnership
- Smart Growth America
- Transportation Equity Network
- Trust for America's Health.

## **5.0 REDEVELOPMENT SUCCESS STORIES**

The Growth Management Plan provides land-use project conceptualizations for development of land parcels on San Antonio's East Side. The project potentials are based on three factors:

- 1) Types of development that will support, enhance, and be compatible with one or more of the military missions at Fort Sam Houston;
- 2) Types of development that have proven to be successful in other communities and that have similar characteristics to those recommended for East Side revitalization; and
- 3) Project recommendations follow Urban Land Institute (ULI) guidelines for successful development.

This section presents brief descriptions of the development "Success Stories" reviewed for "lessons learned".

## **Mockingbird Station**

Dallas, Texas, USA  
ULI Award Finalist

### **Project Type**

Mixed-use, Transit Station

### **Land Use(s):**

Office, Retail, Transit Station, Restaurant, Entertainment, Cinema, Mixed-Use Complex, Structured Parking, Loft Housing, Luxury Housing, Convenience Center

### **Site Size**

10 acres/4 hectares

### **Location Type:**

Urban/Suburban Business District



### **Keywords:**

Pedestrian-Friendly Design, Adaptive Use, Infill Development, Redevelopment, Renovation, Transit-Oriented Development

### **Project Summary**

A 10-acre site located four miles (6.4 kilometers) north of downtown Dallas, Mockingbird Station is an urban-chic, mixed-use village linked directly to a Dallas Area Rapid Transit (DART) light-rail station via a welcoming pedestrian bridge. The first mixed-use project in Texas specifically designed and built for a light-rail train station, it includes 211 upscale loft residences, 140,000 square feet (13,000 square meters) of office space, and 180,000 square feet (16,722 square meters) of space for retail, theaters, and restaurants.

### **Developer(s)**

Hughes Development, LP  
UC Urban

### **Designer(s)**

RTKL Associates, Inc.  
Selzer Associates, Inc.  
Envirodesign

- Since 1996, the Dallas region has **added 45 miles of rail service** and has plans to more than double that amount.
- DART was predicted to credit **\$1 billion in new development** to transit expansion by 2001.
- Office properties near DART have **values up 53%** over comparable properties away from rail.
- TOD can be both pedestrian- and auto-friendly.

**Site Statistics**

Site Size	Acres 10	Hectares 4.0
	Square Feet	Square Meters
Office Space	140,000	13,006
Retail Space	180,000	16,723
Residential Units	NA	
--Single-Family Units	NA	
--Multifamily Units	NA	
Hotel Rooms	NA	
Parking Spaces	1,418	
Max Floors	4	
* NA = Not Available		
Date Started	1997	
Date Opened	1999	
Date Completed	2002	

**Project Website**

[www.mockingbirdstation.com](http://www.mockingbirdstation.com)

**Information Sources:**

Information gathered from Urban Land Institute website.

<http://casestudies.uli.org/> ---A more complete write up is available from ULI website

<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109865&TEMPLATE=/CM/ContentDisplay.cfm>

Photos and DART information gathered from Reconnecting America:

<http://www.reconnectingamerica.org/>

## **Clipper Mill**

Baltimore, Maryland

### **Project Type:**

Mixed-Use--Three Uses or More  
Profile Summary

### **Land Use(s):**

Condominiums, Townhouses, Multifamily  
For-Sale Housing, Office Building, Retail,  
Open Space, Parking

### **Site Size:**

17.5 acres/7.1 hectares

### **Location Type:**

Other Central City

### **Keywords:**

Brownfield, Sustainable Development, Adaptive Use, Historic Preservation, Redevelopment, Transit-Oriented Development, Urban Regeneration, Public/Private Partnership, Mixed-Use Complex

### **Project Summary**

Clipper Mill has reactivated a long underused 17.5-acre (7.1 ha) site with five deteriorating buildings that once housed a machine manufacturing complex as a vibrant, mixed-use community featuring 61,500 square feet (5,714 m<sup>2</sup>) of office space, 47,500 sf (4,413 m<sup>2</sup>) of studio space for artists and craftspeople, and a wide range of housing, including 34 townhouses, 38 semidetached houses, and 62 condominium and 36 rental apartments. Approximately 95 percent complete as of September 2006, Clipper Mill is a transit-oriented community that integrates many elements of sustainable development. It offers a unique sense of place that is created in part by the preservation of the site's historic charm and the incorporation of the work of resident craftspeople into the project's design.

When developer Struever Bros. Eccles & Rouse (SBER) took on the \$77 million, three-phase project, a number of artists and craftspeople lived and worked on site. SBER wanted to provide safe, code-compliant, and affordable studio space for resident artists; preserve the charm of the historically significant site, which contained five buildings in varying states of disrepair; and convert the site into a viable mixed-use community that would attract families from outside the city of Baltimore. Its goal was not just to rehabilitate the property but also to inspire the neighborhood.

The project faced numerous challenges. Myriad underground obstructions, both natural and constructed, were encountered. Unforeseen structural problems in several buildings



resulted in budget overruns. A lawsuit was brought involving a neighbor and a tenant who, using false deeds, claimed to own the land. And market conditions dictated that the program for one building be changed from 83 rental apartments to 62 condominiums after the foundation and first-floor concrete decking had been poured.

The financing package was complex and multilayered, involving tax-increment financing, federal and state historic-preservation tax credits enhanced by new market tax credits, developer and joint venture partner equity, and grant funds from the Maryland Department of the Environment's Brownfield Incentive Program. The site required approximately \$1.2 million in environmental remediation to remove contaminated soils, asbestos insulation, lead paint, and underground oil storage tanks. The project's on-site utility infrastructure was developed in partnership with the City of Baltimore, whose public works department provided specifications and design guidance.

The integration of sustainable-development features was an important goal. Antique steel beams, stones, and sprocket wheels from the original machine shop were recycled as parts of the building structure, landscaping features, and architectural centerpieces. A 1,600-square-foot (149 m<sup>2</sup>) green roof formed the floor of the open-air atrium of one of the residential structures, lowering temperatures in the building and reducing and purifying stormwater runoff. A porous paving system was used for an office parking lot to filter stormwater and discharge it into the groundwater system rather than into a nearby river.

Clipper Mill's most innovative green feature is a living wall, the first in the United States that filters air before returning it to the HVAC system. The wall is in a structure that once served as stables, and that is now used as a design studio by Biohabitats, an environmental consulting company.

Finally, with a light-rail stop at the entrance and shuttle service to other modes of public transit, Clipper Mill offers residents, commercial tenants, and visitors a range of transportation options, thus reducing their reliance on automobiles.

**Developer(s)**

Clipper Redevelopment Company LLC  
Millrace Building LLC  
Clipper For Sale LLC  
Struever Bros. Eccles & Rouse

**Designer(s)**

Cho Benn Holback & Associates Inc.

**Site Statistics**

	Acres	Hectares
Site Size	18	7.1
	Square Feet	Square Meters
Office Space	61,500	5,714
Retail Space	3,500	325
Workshop/Studio	47,500	4,413
Residential Units	170	
--Single-Family Units	72	
--Multifamily Units	98	
Hotel Rooms	NA	
Parking Spaces	374	
Date Started	2004	
Date Completed	2006	

**Project Web Site**

[www.clippermill.net](http://www.clippermill.net)

**Information Source**

Information gathered from the Urban Land Institute website.

<http://casestudies.uli.org/> ---A more complete write up is available from ULI website

Award Finalist:

<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109960&TEMPLATE=/CM/ContentDisplay.cfm>

## **Clayton Lane**

Denver, CO, USA

Metro Area: Denver

ULI Award Finalist – Award for Excellence 2006



### **Project Type:**

Mixed-Use--Three Uses or More

Profile Summary

### **Land Use(s):**

Office Building(s), Hotel, Condominiums, Neighborhood Retail Center, Main Street Retail

### **Site Size:**

9.5 acres/3.8 hectares

### **Location Type:**

Inner Suburban

### **Keywords:**

Infill Development, Pedestrian-Friendly Design

### **Project Summary**

Located in the suburban neighborhood of Cherry Creek in Denver, Colorado, Clayton Lane is a 704,000-square-foot (65,488-square-meter) mixed-use redevelopment that combines high-end retail space with offices, a luxury hotel, and 25 condominiums. The site once accommodated a freestanding Sears department store and automotive center. The structures now are oriented toward a main street (also named Clayton Lane) that runs through the project. Rezoning of the site to increase the building height and project density resulted in the addition of 500,000 square feet (46,511 square meters) of mixed-use development. The project's design incorporates pedestrian-friendly streets and encourages bike use.

### **Developer(s)**

The Nichols Partnership, Inc.

### **Site Statistics**

	Acres	Hectares
Site Size	10	3.8
	Square Feet	Square Meters
Office Space	175,887	16,340
Retail Space	321,460	29,865
Residential Units	NA	
--Single-Family Units	NA	
--Multifamily Units	46,420	

Hotel Rooms	196
Parking Spaces	1,482
Use Data Status	At Build-out
Date Started	2000
Date Opened	2002
Date Completed	2004

**Project Web Site**

[www.claytonlane.com](http://www.claytonlane.com)

Information gathered from the Urban Land Institute website.

<http://casestudies.uli.org/> ---A more complete write up is available from ULI website



## **The Grove and Farmers Market**

300 S Fairfax Ave  
Los Angeles, California, USA  
ULI Award Winner

### **Project Type:**

Regional/Super Regional Center  
Profile Summary

### **Land Use(s):**

Retail, Restaurants, Farmers Market, Cinema, Town Square,  
Trolley, Structured Parking

### **Site Size:**

22.3 acres/9.0 hectares

### **Location Type:**

Inner Suburban

### **Keywords:**

Regional Retail Center, Open-Air Center, Main Street Design, Pedestrian-Friendly Design, Historic Preservation

### **Project Summary**

Linked by a trolley shuttle, the Grove, an upscale retail, dining, and entertainment destination, and the adjacent historic Farmers Market offer a captivating, entertaining, safe environment where people can meet, shop, dine, and relax while enjoying fresh air, lush landscaping, and the soothing sound of water. For almost 70 years, the popular Farmers Market, which attracts about 6 million visitors annually, has been a central meeting place for Angelenos. Its landmark 1941 clock tower recently was restored and stands above the market in one of three new buildings.

After years in which numerous plans to develop the area around the Farmers Market were soundly defeated, developer Caruso Affiliated Holdings took a different tack by reaching out to the community, holding town meetings, listening to residents' concerns, soliciting their feedback, and basing its design for the Grove on its findings. The result is a 584,938-square foot (54,343-square meter) open-air center charged with the atmosphere of a small town that evolved from the 1930's. At the center of the complex, Main Street winds around a town square that features a grassy park and meandering walkways, plazas, and kiosks. In addition to nationally known and one-of-a-kind stores and restaurants, the Grove also contains a 14-screen art deco-style cinema and offers a first-class concierge service.

Double-decker, open-air trolleys run along vintage 1915 tracks, using clean, inductive technology, the first U.S. application of this technology, to power them between the Grove and the Farmers Market. The Grove's eight-level, 3,500-space parking garage,



which is visually blocked from the project by the storefront facades, also includes high-tech features such as automated equipment that directs guests to the most convenient parking via an innovative ramping system.

Since it opened in March 2002, the Grove has demonstrated how new development can complement an existing historic feature while also enhancing the community both financially and aesthetically. The Los Angeles City Council has cited it as “a positive example of how developers should reach out to their future neighbors and community.”

**Developer(s)**

Caruso Affiliated Holdings  
A.F. Gilmore Company

**Designer(s)**

Elkus/Manfredi Architects, Ltd.  
Koning Eizenberg Architecture

**Site Statistics**

	Acres	Hectares
Site Size	22	9.0
	Square Feet	Square Meters
Office Space	0	0
Retail Space	750,000	69,677
Hotel Rooms	0	
Parking Spaces	4,032	
Max Floors	NA	
Date Opened	2002	
Date Completed	2002	

**Project Web Site**

[www.thegrovela.com](http://www.thegrovela.com)  
<http://www.farmersmarketla.com/>

**Information Source**

Information gathered from the Urban Land Institute website.

<http://casestudies.uli.org/> ---A more complete write up is available from ULI website

Award Winner:

<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109706&TEMPLATE=/CM/ContentDisplay.cfm>

## **Saltillo Lofts**

1604 East Fifth St  
Austin, TX, USA



### **Project Type:**

Multifamily for-sale Housing

### **Land Use(s):**

Condominiums, Workforce Housing, Loft Housing, Retail, Office Space

### **Site Size:**

1.1 acres/0.4 hectares

### **Location Type:**

Other Central City

### **Keywords:**

Pedestrian Friendly Design, Transit Oriented Development, Infill Development

### **Project Summary**

One of the first new projects to be developed in recent years in the East Cesar Chavez neighborhood of Austin, Texas, Saltillo Lofts is a set of three mixed-use buildings with nine commercial spaces and 29 loft- and flat-style units. This infill project sits on land that was once owned by a railroad company and used for industrial purposes. The site now features a pedestrian-friendly design, affordable residential units, and commercial incubator space.

### **Developer(s)**

Saltillo Development, Ltd

### **Site Statistics**

	Acres	Hectares
Site Size	1	0.4
	Square Feet	Square Meters
Retail Space	6,758	628
Industrial Space	NA	NA
Multifamily Units	29 for sale lofts	
Parking Spaces	55	
Date Started	2005	
Date Opened	2004	
Date Completed	2006	

**Project Web Site:** [www.SaltillloLofts.com](http://www.SaltillloLofts.com)

### **Information Source:**

<http://casestudies.uli.org/> ---A more complete write up is available from ULI website

## **City Heights Urban Village**

San Diego, California

### **Project Type:**

Mixed-use redevelopment project

### **Land Uses:**

Retail, Office Space, Police Substation, School, Commercial,

### **Location Type**

Activity Center, Pedestrian oriented development, City revitalization

### **Site Size:**

37.6 acres

### **City Heights Urban Village**

The eight-block City Heights Urban Village is an award-winning master planned redevelopment project in which multiple public and private uses coexist in a communal village setting. Through the restoration of the City Heights commercial core and the establishment of this pedestrian-friendly town square, the multi-phased Urban Village is fundamentally changing the social and physical environment of this diverse community. Individual components within the Urban Village include: Mid-City Police Substation, Mid-City Community Gymnasium, Rosa Parks Elementary School, Weingart City Heights Library, City Heights Recreation Center, Mid-City Continuing Education Center, City Heights Retail Center, Village Town homes and Office Center, Performing Arts Center, Head Start Center and community swimming pool.

### **Experience Gained**

Success of the Village is largely attributable to the highly committed public and private partners of the project. The project also had a holistic approach with a mix of uses from child care and health services to recreation, retail and education. The concentration of services benefits those who do not have a car. The Village attracts residents from outlying areas and in the future the area will be linked to downtown San Diego and to other parts of the city by TransNet, a proposed rapid-transit bus system.

The attention to connective spaces that link the facilities and the concentration on public safety and security have made the district a popular destination for pedestrians. The wide landscaped sidewalks; the linear park-like Wightman Promenade; and the security and lighting improvements have brought out strollers and encouraged pedestrian activity for its own sake, in addition to encouraging patronage of the Village facilities. <sup>1</sup>



<sup>1</sup>Schmitz, Adrienne and Jason Scully. Creating Walkable Places: Compact Mixed-Use Solutions. Urban Land Institute, 2006, pp. 134-135.

## **Affordable Housing Information**

- ["Home in the Heights" First-Time Homebuyer Program](#) (PDF: 116K)  
The Home in the Heights Loan Program provides silent-second forgivable loans to qualified City residents, public employees and private non-profit organization employees.  
<http://www.sandiego.gov/redevelopment-agency/pdf/fshomeheights.pdf>
- [City Heights Redevelopment Housing Rehabilitation Loan Program](#)  
The City Heights Housing Rehabilitation Loan Program provides silent-second forgivable loans to help owner-occupants within the project area repair and improve their homes.  
<http://www.sandiego.gov/redevelopment-agency/pdf/fscityheightshousingrehab.pdf>

## **Project Area Contact Information**

The Redevelopment Agency of the City of San Diego

1200 Third Avenue, 14th Floor, MS 56D

San Diego, CA 92101

(619) 236-6700

<http://www.sandiego.gov/redevelopment-agency/cityhts.shtml#Urban>

## **Developer**

CityLink Investment Corporation, [www.citylink.com](http://www.citylink.com)

## **Designers**

Martinez + Cutri Corporation, [www.mc-architects.com](http://www.mc-architects.com)

Felman, LaBarre Architecture and Planning, [www.fehlmanlabarre.com](http://www.fehlmanlabarre.com)

## **Site Statistics**

	Acres	Hectares
Site Size	37.6	15.2
	Square Feet	Square Meters
Office Space	118,400	11,000
Retail Space	108,900	10,120
Industrial Space		0
Residential	140,800	13,080
Parking	145,700	13,540
Public Facilities		
Police Station	29,000	2,690
Gymnasium	10,000	930
Library	15,000	1,390
Performance annex and Community Service Center	10,000	930
<b><u>Building Area: 660,000 SF</u></b>		
<b><u>Cost: \$97 Million</u></b>		
Date Started	1994	
Phase 1 Completed	2001	
Project Completed	2003	

**Awards:**

1999 San Diego AIA Orchid Award

1999 AIA Award for Socially-Responsive Building

1999 Helen Putnam Award for Excellence

1999 AIA National Bridge Builders Award

1998 San Diego AIA Citation Award

1997 San Diego APA Citation Award

Century 3-Revelle Award

Publication: "Urban Empowerment", Urban Land, January 2002

**Information Source:**

Urban Land Institute website.

<http://casestudies.uli.org/> ---A more complete write up is available from ULI website

Case Study: City Heights Urban Village

Schmitz, Adrienne and Jason Scully. Creating Walkable Places: Compact Mixed-Use Solutions. Urban Land Institute, 2006, pp. 127-139.

## **Stapleton**

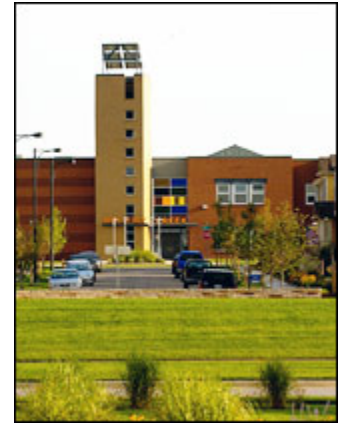
Denver, Colorado, USA

### **Project Type:**

Planned Community--Large Scale

### **Land Use(s):**

Mixed-Use District, Residential-Retail Development, Office-Retail Development, Office Building(s), Affordable Housing, Apartments, Single-Family Residential, Multifamily Housing, Community Retail Center, Retail, Townhouses, Park, Golf Course



### **Site Size:**

4,700.0 acres/1,902.0 hectares

### **Location Type:**

Suburban

### **Keywords:**

Main Street Design, Traditional Neighborhood Development, Infill Development, Redevelopment, Urban Regeneration, Pedestrian-Friendly Design, Public/Private Partnership, Mixed-Income Housing

### **Project Summary**

Stapleton, a mixed-use, master-planned community currently under construction on the site of the former Stapleton International Airport, is the largest infill redevelopment project in the United States. Located ten minutes from downtown Denver and 20 minutes from Denver International Airport, the 4,700-acre (1,902-hectare) community eventually will house more than 30,000 residents and 35,000 workers. Stapleton was conceived as a sustainable community and was intended to integrate jobs, housing, and the environment. The project will take 20 years to complete. At build-out, Stapleton will comprise 8,000 homes for sale, 4,000 rental housing units, a population more than a third the size of Boulder, 10 million square feet (929,000 square meters) of office space, and 3 million square feet (278,700 square meters) of retail space.

### **Developer(s)**

Forest City Stapleton, Inc.

### **Designer(s)**

Wolff Lyon Architects  
Urban Design Group, Inc.  
Anderson Mason Dale  
EDAW, Inc.  
Calthorpe Associates



## **Site Statistics**

	Acres	Hectares
Site Size	4,700	1,902.0
	Square Feet	Square Meters
Office Space	10,000,000	929,030
Retail Space	3,000,000	278,709
Residential Units	NA	
--Single-Family Units	1,029	
Date Started	2001	
Date Opened	2001	
Date Completed		

## **Information Source**

Urban Land Institute website.

<http://casestudies.uli.org/> ---A more complete write up is available from ULI website  
<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109876&TEMPLATE=/CM/ContentDisplay.cfm>

## **Belmar**

405 South Teller Street  
Lakewood, Colorado, USA

## **Project Type:**

Mixed-Use--Three Uses or More  
Profile Summary

## **Land Use(s):**

Retail, Entertainment Center, Office Building(s), Hotel

## **Site Size:**

104.0 acres/42.1 hectares

## **Location Type:**

Inner Suburban

## **Keywords:**

Pedestrian-Friendly Design, Greyfield, Public/Private Partnership, Infill Development

## **Project Summary**

Belmar, a 22-block downtown in the making, exemplifies the potential for transforming post-World War II bedroom suburbs into more diverse, compact, sustainable, pedestrian-oriented, and transit-oriented communities. When completed, it promises to be a model for the redefinition of suburban communities that have been buffeted by inexorable growth over the past several decades.

Lakewood, ten minutes west of Denver, is such a community. With a population approaching 150,000, it is Colorado's fourth largest city. In the early 1900s, wealthy





Denver families built country estates there, the largest of which was Belmar. During and after World War II, growth spread west of Denver. In Lakewood, this growth was spurred by the opening of a federal munitions plant and the Denver Federal Center, which, with 10,000 employees in 30 agencies, is the largest federal compound outside the Washington, D.C., metropolitan area. In 1966, the 1.4 million-square-foot (130,000 m<sup>2</sup>) Villa Italia, the largest shopping mall in the mountain/plains region, opened to great fanfare and became Lakewood's de facto commercial and civic center, until 2001 when it was 70 percent vacant and closed.

In response, city officials formed a 30-member Mayor's Villa Advisory Committee to coordinate development activity and established the Lakewood Reinvestment Authority to provide public financing and other urban renewal resources. Denver-based Continuum Partners was selected by the city as its development partner and worked with these public entities to obtain rezoning, permits, infrastructure financing, and condemnation of the underlying ground lease.

The redevelopment program aims to create for Lakewood a new, 22-block downtown area called Belmar, after the torn-down estate for which the area was famous. At build-out, which is projected for 2010 to 2012, the 104-acre (42 ha) site will contain 1.1 million square feet (102,193 m<sup>2</sup>) of retail, restaurant, and entertainment space; 800,000 square feet (74,322 m<sup>2</sup>) of office and hotel space; and 1,300 residential units in an urban mix of townhouses, lofts, live/work units, and condominium and rental apartments.

Phase I opened in May 2004. Retail and office space have commanded rents comparable to those in the Denver region's most desirable locations and condominium and row house sale prices have also been impressive.

All buildings in Belmar feature ground-level windows and doors on all sides to enhance the streetscape and the pedestrian experience. A segment of one street can be closed off temporarily to accommodate a public market. A 15,000-square-foot (1,394 m<sup>2</sup>) contemporary arts center has been completed, as well as a two-acre (8,094 m<sup>2</sup>) urban park and three public parking structures. A multi-tenant, speculative office building has earned a silver certification from the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) building rating program. Such features and design choices reflect Belmar's celebration of the public realm over the private realm. At Belmar, streets are more important than any buildings on them, and parks and plazas are more important than the buildings that surround them.

**Developer(s)**

Continuum Partners, LLC  
McStain Neighborhoods  
Trammell Crow Residential  
City of Lakewood  
Lakewood Reinvest Authority

**Designer(s)**

Van Meter Williams Pollack  
Architecture Denver  
QPK Design  
Shears Adkins Architects, LLC  
Belzberg Architects  
Civitas, Inc.  
EDAW, Inc.  
Elkus Manfredi Architects

**Site Statistics**

	Acres	Hectares
Site Size	104	42.1
	Square Feet	Square Meters
Office Space/Hotel	800,000	74,322
Retail Space	1,100,000	102,193
Residential Units	NA	
--Single-Family Units	NA	
--Multifamily Units	1,300	
Date Started	2002	
Date Completed	2012	

**Project Web Site**

[www.belmarcolorado.com](http://www.belmarcolorado.com)

**Information Source**

<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109831&TEMPLATE=/CM/ContentDisplay.cfm>

Urban Land Institute website

<http://casestudies.uli.org/> ---A more complete write up is available from ULI website

## **LeDroit Park Initiative**

Washington, District of Columbia, USA

Metro Area: Washington, D.C.

Awards for Excellence: 2003 Finalist

### **Project Type:**

Single-Family Attached Residential  
Profile Summary

### **Land Use(s):**

Townhouses



### **Site Size:**

Analysis of 150-block area; renovation of 28 existing homes and construction of 17 homes.

### **Location Type:**

Inner City

### **Keywords:**

Urban Regeneration, Historic Preservation, Infill Development, Institutional Developer, Public/Private Partnership

### **Project Summary**

Like many urban neighborhoods, Washington, D.C.'s LeDroit Park community has struggled to stem the tide of deterioration and decay for more than 50 years. The National Register-listed African American historic district reached a turning point in 1995, when Howard University's new president, in partnership with Fannie Mae and many public agencies, set a grand vision in motion: to become a positive force behind the revitalization of the long-neglected neighborhood of which Howard University is the leading landowner and employer.

The LeDroit Park Initiative represents a model for bringing new life and vitality to inner city neighborhoods through superior planning and design that evokes the community's cultural, economic, and physical life while also respecting its architectural heritage. It has resulted in a revitalized streetscape that celebrates the area's former residents and their accomplishments in bricks and plaques; a land use plan that has analyzed many sites for potential new commercial opportunities and public facilities; and new and renovated housing.

The housing plan included the restoration of 28 historic homes and the construction of 17 new infill townhouses on scattered vacant sites. To meld the new houses with the old, architects designed five prototype townhouses, each of which reflects one of the district's predominant architectural styles. Constructed with a limited budget, approximately 20 percent below the area's average cost, the new and restored houses

were priced for middle-income families and sold at cost, many to faculty members, by Howard University in an attempt to avoid gentrification.

The LeDroit Park Initiative represents a key turning point for two major aspects of urban redevelopment. First, the initiative is a step in the revitalization of one of the nation's first African American historic districts. By intentionally keeping its goals modest, the initiative has preserved historic buildings and created new housing on vacant lots that reflects the historic character of the neighborhood yet sets an example of how neighborhoods can be rebuilt and stitched seamlessly back into the larger community fabric. Second, the initiative offers a new template of how urban universities can embrace neighboring communities and work with them toward mutually beneficial goals.

**Developer(s)**

Howard University (Owner/Developer)  
Washington, D.C.  
[www.howard.edu](http://www.howard.edu)

**Designer(s)**

Architect  
Sorg and Associates, P.C.  
Washington, D.C.  
[www.sorgandassociates.com](http://www.sorgandassociates.com)

**Financing**

Fannie Mae Corporation  
Washington, D.C.  
[www.fanniemae.com](http://www.fanniemae.com)

Landscape Architect  
Oehme van Sweden & Associates. Inc.  
Washington, D.C.  
[www.ovsla.com](http://www.ovsla.com)

**Site Statistics**

	Acres	Hectares
Site Size	NA	NA
	Square Feet	Square Meters
Residential Units	45	
--Single-Family Units	45	
--Multifamily Units	0	
Hotel Rooms	0	
Parking Spaces	NA	
Max Floors	NA	
Date Completed	2001	

**Information Source**

Award Finalist:

<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109694&TEMPLATE=/CM/ContentDisplay.cfm>

## **Market Creek Plaza**

San Diego, California, USA

Metro Area: San Diego

ULI Award Finalist 2007

### **Project Type:**

Neighborhood/Community Center

### **Land Use(s):**

Retail, Restaurants, Parks/Open Space, Amphitheater, Civic, Parking

### **Site Size:**

10.0 acres/4.0 hectares

### **Location Type:**

Inner City

### **Keywords:**

Brownfield, Infill Development, Redevelopment, Urban Regeneration, Nonprofit Developer, Neighborhood Retail Center

### **Project Summary**

On the site of what was once a long-abandoned factory bordered by barbed wire stands a new, vibrant ten-acre (4 ha) commercial and cultural center known as Market Creek Plaza. Teams involving more than 3,000 residents of southeastern San Diego's Diamond Neighborhoods—an area with a history of ethnic tensions, a population of 88,000, and a median income at only 70 percent of the city's \$46,000 median income—came together to plan, design, build, lease, and operate the project, in partnership with the nonprofit Jacobs Center for Neighborhood Innovation (JCNI). Market Creek Plaza, which opened in January 2001 and was completed in August 2005 at a cost of approximately \$25 million, meets these residents' needs with 77,482 square feet (7,198 m<sup>2</sup>) of retail space, including a bank, restaurants, multicultural shops, and the first major chain grocery store in the community in 30 years. The project also contains a 500-seat open-air amphitheater that hosts a variety of community events. Public art throughout the plaza celebrates local heroes and the community's ethnic and cultural identities. The project is now owned by more than 500 local residents who purchased ownership units in the plaza through a first-of-its-kind community development initial public offering (CD-IPO).

When JCNI came to the area in 1998, it faced a number of challenges, including the issue of how to encourage neighborhood residents from diverse ethnic groups and cultural backgrounds to work together. A group of residents who later became known as neighborhood coordinators began by creating opportunities for multicultural interaction. JCNI hosted popular “ethnic nights,” which culminated in a multicultural “unity night” featuring food, dances, and traditional costumes. Another challenge JCNI faced was a



skeptical community that had been failed by the unkempt promises of previous developers and outsiders. The developer listened to feedback from neighborhood residents and continued to demonstrate its long-term commitment to the community throughout the development process.

Achieving broad community participation was yet another challenge. Team coordinators conducted 800 neighborhood surveys in four languages and held hundreds of community meetings, from which residents' visions for the plaza emerged. A network of multicultural resident teams then worked on every aspect of the project, from choosing the color of the buildings to selecting the businesses that would occupy the plaza. The process of working together in the participatory process had a profound impact on the community by enabling team members to learn about each other's cultures and to embrace their differences.

JCNI's biggest risk was a financial one. Market Creek Plaza eventually received a \$15 million loan through the federal new markets tax credit (NMTC) program as well as program-related investments from four foundations (in addition to the Jacobs Family Foundation) and tax abatements from the local redevelopment agency. Attracting tenants to a neighborhood with no proven commercial center also proved challenging. Today, the plaza features a number of national businesses such as Food 4 Less, Starbucks, and Wells Fargo Bank as well as local retailers and restaurants.

Market Creek Plaza has had a pronounced economic and social impact on the neighborhood and the region. It created 360 construction jobs and provided training for emerging contractors. It also has produced more than 170 permanent jobs, 54 percent of which occupy local residents. It is home to one of San Diego's largest collections of public multicultural art, valued at more than \$1.4 million. Finally, it has recaptured nearly \$24.4 million in annual economic leakage from the neighborhood and become a community gathering place in every sense of the term.

**Owner/Developer**

Jacobs Center for Neighborhood Innovation  
San Diego, California  
[www.jacobscenter.org](http://www.jacobscenter.org)

**Architect/Site Planner**

Fehlman LaBarre Architects  
San Diego, California  
[www.fehlmanlabarre.com](http://www.fehlmanlabarre.com)

**Site Statistics**

	Acres	Hectares
Site Size	10	4.0
	Square Feet	Square Meters
Retail Space	77,482	7,198
Date Started	1998	
Date Opened	2001	
Date Completed	2005	

**Project Web Site**

[www.marketcreekplaza.com](http://www.marketcreekplaza.com)

**Information Source**

<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109950&TEMPLATE=/CM/ContentDisplay.cfm>

## **First Ward Place/The Garden District**

Charlotte, North Carolina, USA

Metro Area: Charlotte

ULI Award Winner 2004

### **Project Type:**

Mixed Residential

### **Land Use(s):**

Multifamily For-Sale Housing, Multifamily Rental Housing, Condominiums, Single-Family Detached Residential--351 new multifamily rental units; 331 for-sale residential units (including condominiums, town homes, and detached single-family houses); a 56,000-square-foot (5,202-square-meter) community center/daycare center; and pocket parks



### **Site Size:**

12.0 acres/4.9 hectares

### **Location Type:**

Inner City

### **Keywords:**

Redevelopment, Public/Private Partnership, Infill Development, Pedestrian-Friendly Design, Mixed-Income Residential, Affordable Housing

### **Project Summary**

In 1997, Bank of America Community Development Corporation (BACDC) teamed up with the Charlotte Housing Authority and the City of Charlotte to redevelop the 410-unit Earle Village public housing project. The redevelopment effort began with a comprehensive master plan, conceived by a public/private team that included Earle Village residents and other community stakeholders that envisioned a racially and economically diverse, walk-able neighborhood. First Ward Place, which replaced Earle Village and was developed with the help of HOPE VI funding, consists of six components that include mixed-income, multifamily rental and housing as well as a community center. BACDC also has transformed 12 acres (4.9 hectares) of vacant land and dilapidated structures adjoining First Ward Place into the Garden District, a neighborhood of market-rate housing ranging from one-bedroom condominiums to four-bedroom single-family houses.

Altogether, the project now contains 351 new multifamily rental units, 331 residential units (including condominiums, town homes, and detached single-family houses), a 56,000-square-foot (5,202-square-meter) community center/daycare center, and pocket parks.

Among the project's most dramatic successes has been its ability to attract private capital and create value throughout Charlotte's First Ward, the Garden District, and



beyond. BACDC leveraged the original HOPE VI grant several times over with private capital and funding to create First Ward Place and the Garden District, at a total development cost of more than \$93 million; the positive effects of this development have sparked additional investment in other areas that exceeds \$100 million. This could not have happened without an outstanding collaboration of public and private agencies. The public/private partnership, which continued to work closely over a sustained period, enabled the development of an entire new neighborhood in only seven years, an effort that otherwise would have taken decades.

Thoughtful planning, distinctive design, a mix of housing types and architectural styles, pedestrian-friendly streetscapes, and a convenient downtown location have been combined to make First Ward Place and the Garden District an exceptional social and financial success. Public housing residents, low-income households, and market-rate homeowners now live side by side. Rather than being held back by this mix, housing values have exceeded the expectations of both the developer and the public, with units selling faster and at higher prices than anticipated in the original pro forma.

According to Nancy Crown, senior vice president for the Bank of America, “The difference between the First Ward of 1997 and the First Ward of today must be seen to be believed. Earle Village was an extremely distressed public housing project, and its redevelopment into an integrated, mixed-income community has been far reaching and catalytic, resulting in the rebirth of an entire quadrant of Charlotte’s Center City. Since the completion of First Ward Place, a new private elementary/middle school has been added to the immediate area, and the neighborhood’s existing public elementary school has been renovated and expanded. Significant amounts of market-rate, single-family housing, low-rise condominiums, and town homes have been built on previously vacant land adjacent to the old Earle Village, and all of the units in a new high-rise condominium building have been pre-sold. Commercial development has exploded as well, with the development of a new 100-million square foot (9.29 million-square-meter) office building. Construction of a huge children’s theater and learning center has been topped out, and a new NBA arena now is underway. This is public/private partnership at its best.”

### **Design Team**

Owner

City of Charlotte, [www.charmeck.org](http://www.charmeck.org)  
Charlotte, North Carolina

Master Developer

Bank of America Community Development Corporation  
[www.bankofamerica.com/community/index.cfm?template=cdb\\_commdevcorp](http://www.bankofamerica.com/community/index.cfm?template=cdb_commdevcorp)

Master Planner

Urban Design Associates, [www.urbandesignassociates.com](http://www.urbandesignassociates.com)  
Pittsburgh, Pennsylvania

Architects  
David Furman Architecture, [www.dfacrch.com](http://www.dfacrch.com)  
Charlotte, North Carolina

FMK Architects, [www.fmkarchitects.com](http://www.fmkarchitects.com)  
Charlotte, North Carolina

### **Site Statistics**

	Acres	Hectares
Site Size	12	4.9
	Square Feet	Square Meters
Residential Units		
- For-Sale Units	331 (town homes, condos, detached single family)	
- Multifamily Rental Units	351	
Date Started	1997	
Date Opened	1999	
Date Completed	2004	

### **Information Source**

<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109741&TEMPLATE=/CM/ContentDisplay.cfm>

## **Fort Belvoir**

Fairfax County, Virginia

### **Project Type:**

Mixed Residential

### **Land Use(s):**

Multifamily For-Sale Housing, Multifamily Rental Housing, Condominiums, Single-Family Detached Residential

### **Site Size:**

2,070 homes on 576 acres which will become 12 villages

### **Location Type:**

Army Garrison Fort Belvoir

### **Keywords:**

Redevelopment, Public/Private Partnership, Infill Development, Pedestrian-Friendly Design, New Urbanism Master Planned Community, Historically Sensitive Development, Historical renovation, Sustainable Design, LEED Neighborhood Design, Village Common Design

### **Project Summary**

Under the U.S. Army's Residential Communities Initiative, Clark Pinnacle and the Department of the Army (DA) formed a 50-year public-private partnership to develop, rehabilitate and construct 2,070 homes on 576 acres of U.S. Army Garrison Fort Belvoir located in Fairfax County, Virginia. The project commenced operations on December 1, 2003. Clark Pinnacle Family Communities LLC is a partnership between Clark Realty Capital of Bethesda, Md. and Pinnacle of Seattle.

The 2,070 homes are currently located in 12 villages throughout the 8,656 acres of land that comprise Fort Belvoir. The initial development plan, spanning eight years, includes the demolition and replacement of

1,630 homes and the renovation of 170 historically significant homes on Fort Belvoir. After the initial development period, 270 recently renovated units, located exclusively in one village, will be demolished and rebuilt. The initial construction of the first 416 units on unoccupied land will create a 13th, 14th and 15th community at Fort Belvoir.



Construction activities began as scheduled in March 2004. The grand opening of Herryford Village, a 171-home community for enlisted service members and their families, was celebrated in May 2005. Clark completed a second village, Vernondale, in December 2005. Vernondale Village includes 162 new homes for enlisted service members and their families and a 4,200-square-foot Neighborhood Center.

The project has won 14 awards to date in the categories of Design and Planning, Environmental Stewardship and Construction.

### **Sustainability Initiatives**

Along with creating new communities and renovating existing significant structures, the innovative team has a number of Sustainability Initiatives including:

1. **EnergyStar Certified**-100% of new homes
2. **New Urbanism Master Planning.** The architectural land planning focuses on compact, infill development with alley loaded driveways, homes fronting streets and pocket parks with amenities such as playgrounds and basketball courts. This design philosophy not only helps preserve land (less density would require more land area for villages) but also fosters a sense of community by encouraging people to interact (green spaces, centralized mail kiosks, etc. This smart growth concept can best be exemplified by the town center, which provides an amenity for the whole installation and hopefully keeps many families nearby (about 500) out of their cars.
3. **Tree Preservation.** They have sought to retain large trees where possible to work them into the designs.
4. **CFLs.** In 2008, Clark embarked on an initiative to use Compact Fluorescent Light bulbs in all new homes going forward. They are also planning to go backwards and retrofit all existing homes with CFLs.
5. **Modernized Stormwater Management.** By meeting or exceeding the standards in all redeveloped villages, we have greatly increased the capacity of the storm water management system at Belvoir and reduced sediment pollution into the Potomac River and Chesapeake Bay Watershed.
6. **Construction Waste.** In 2008 Clark increased the construction waste recycling efforts to 80% of waste material. This diverts an immense amount of waste from local landfills. Close to 80,000 tons of concrete have been recycled on-site at Fort Belvoir for use as structural fill within the site work phase of development.
7. **Neighborhood Recycling.** Pinnacle leads the efforts and communication with families to recycle materials from home. All families have recycling bins with regularly scheduled pickup.
8. **New Neighborhood Center.** The next neighborhood center (4th to date) will be the greenest building on Belvoir, and possibly the entire RCI program. Our team has a goal of achieving LEED Platinum certification for this 4,200-square foot community building.

9. **LEED Neighborhood Design.** The Belvoir RCI project was one of a select number of projects accepted into the LEED ND pilot program. This certification looks at a cluster of neighborhoods to judge the sustainability.
10. **Outside Community Organizations.** The team has partnered with the Audubon Society of Northern Virginia to increase environmental awareness of the local bird population.

### **Design Team**

Clark Pinnacle Family Communities LLC:

a partnership between Clark Realty Capital of Bethesda, Md. and Pinnacle of Seattle.

Army Residential Communities Initiative:

a partnership with the US Army, Army and Air Force Exchange Service and Clark Pinnacle

### **Site Statistics**

	Acres
Site Size	576
Residential Units	2,070
- For-Sale Units	NA
- Multifamily Rental Units	NA
Retail	NA
Commercial	NA
Date Started	2004
Date Opened	2005
Date Completed	on-going

### **Information Source**

The Villages at Belvoir:

<http://www.belvoir.pinnaclefamilyhousing.com/rebuilding/abouttheproject.asp>

Residential Communities Initiative

<http://www.rci.army.mil/>

## 6.0 COMMUNITY BEAUTIFICATION/COMMUNITY STABILITY



Images from <http://sagesanantonio.org/>  
San Antonio for Growth on the Eastside

### 6.1 INTRODUCTION

Community beautification initiatives allow for the outward expression of the spirit of a community. The expression includes the way a community looks and feels. The spectrum of opportunities for beautification range from well-designed capital improvement projects such as streetscapes to neighborhood initiatives like tree-planting or cleaning up a community park. The result of these efforts is an improvement in the physical environment as well as an improved perception and identity of the neighborhood. Physical improvements can express identity, draw people to a place and help keep residents and businesses committed to that place. In this way, community beautification can help create community sustainability.

#### ***Beautification:***

**The act of making communities cleaner, greener, safer, artistic and more livable**

Beautification is a celebration of community identity. The spectrum of beautification projects and approaches can include:

- **Public Art** – which can be a painting, sculpture or collection of artifacts, or it can be the result of an artist working in collaboration with other design professionals to create infrastructure projects such as a bridge, streetscape, freeway overpass or other design enhancement. Infrastructure as art!
- **Streetscapes** – which consist of sidewalks, trees along streets, lighting, building heights and setbacks, utility placement, benches, bus stops, parking, etc. Tools to improve streetscapes can include utility conversion overlay districts, and signs and billboard ordinances.
- **Code Enforcement** – which deals with graffiti, illegal dumping, littering, and neglected lots.

#### **To Enhance Quality of Life:**

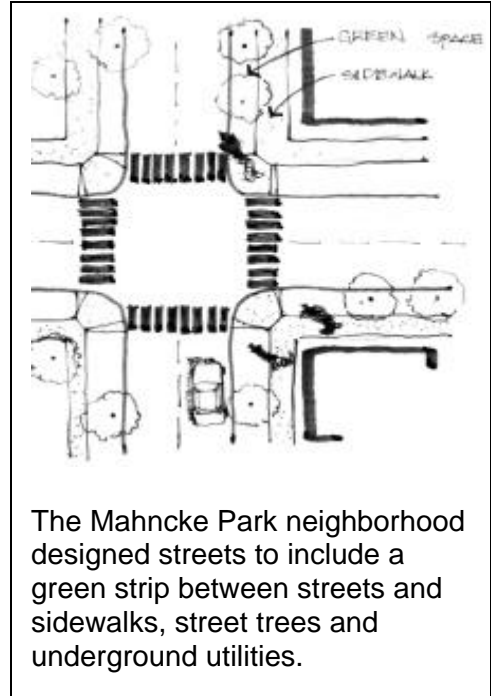
- **Celebrate unique character and sense of history**
- **Have access to necessities and amenities including entertainment, recreation and culture**
- **Maintain a tolerant, diverse community sensitive to gender, ethnicity, income and age**
- **Incorporate a variety of transportation options**
- **Create a perception of safety where people feel safe from crime and traffic**



- **Education** – which includes programs for school composting, school gardening, green schools and recycling.
- **Nature Enhancement** – Tree-planting programs, urban gardens, neighborhood parks.

The act of beautifying a neighborhood has a direct impact on its quality of life. Infrastructure improvements can allow for improved transportation options such as public transportation, bikes, and pedestrians. Code enforcement concerning trash pick up and dilapidated structures keeps neighborhoods safe and attractive. Beautification can also create an improved perception of safety where people feel safe from crime and traffic.

For the neighborhoods within the GMP study area, the act of physically beautifying the neighborhoods must go hand in hand with education programs to instill a different community attitude. The challenge is first to provide basic infrastructure needs such as street and sidewalk repairs and basic city services such as timely trash pick up and code enforcement. Then, with each improvement, the cultural history and special relationships need to be considered. The opportunity comes in designing these improvements in a thoughtful, artistic way that improves the quality of life and moves San Antonio's East Side and the City in general toward a richer, more sustainable urban environment.



The Mahncke Park neighborhood designed streets to include a green strip between streets and sidewalks, street trees and underground utilities.

Opportunities for community beautification exist throughout the study area neighborhoods and include streetscapes, design guidelines, pedestrian bridges, code enforcement and public art among others. The most visible and the most impactful opportunities lie along the streets, activity hubs, parks and community gateways.

## 6.2 URBAN DESIGN PLANNING COMPONENTS FOR NEIGHBORHOOD REVITALIZATION

Neighborhood revitalization should be approached as an ongoing initiative to address the basic aspects of human needs and our interaction with the built environment. All too often it places too much emphasis on a limited set of tools and solutions, such as road improvements and lighting and overlooks the big picture. The essence of inner city revitalization must look at all the “little parts of the community.” These parts include the built environment but also include education, safety, socio-economic status, a sense of ownership and pride, and hope for the future, among others. Revitalization should be seen as an ongoing initiative, and progress should be viewed as the sum of its parts



which, when added up, can give a sense of renewal and also provide a tangible quality of sustained momentum.

Urban Design plans, tools and enforcement can more easily be integrated when a neighborhood is designated as part of a district or overlay district. In a historic or conservation district, the neighborhoods and community come together and decide which elements of urban design they want to incorporate into their neighborhood, and the review board is then in charge of code compliance. Without a plan, however, guided and thoughtful investment is difficult to monitor.

The greater the number of urban design tools and mechanisms applied in a logical, strategically-timed, comprehensive manner, the more effective the results will be. As referenced elsewhere and in the many studies, proposals, neighborhoods plans and charettes for this region, these elements are too numerous to list, but the core of these should include the following actions:

- 1) Insist on vigorous and ongoing code compliance for all existing properties;
- 2) Maintain strict adherence to the policies, procedures and codes for all new construction, with an eye on flexibility but not on variances;
- 3) Upgrade neglected roadways;
- 4) Insure full implementation of street, road, highway and alternative transportation systems;
- 5) Create a true bicycle network. Redefine all bike routes and lanes, physically demarcate them and promote routes via interpretive maps at all bus stops;
- 6) Promote the pedestrian network. Provide common sense traffic calming retrofit and redesign solutions for neighborhood and pedestrian sensitivity including:
  - a. Curb-height pedestrian crosswalks that do double-duty as speed bumps;
  - b. Narrower lanes where practicable to introduce boulevards and park-ways;
  - c. Roundabouts;
  - d. "Blister-out" parkways from intersections to protect on-street parking where appropriate and add significant areas for better bus stops and landscaped areas;
  - e. Integrate permanent and removable bollards where appropriate for pedestrian safety;
  - f. Add consistent level lighting to better illuminate intersections, crossings and bus stops.

- 7) Add, repair, replace and reconnect sidewalks en echelon to streets and especially at intersections for safety and ADA compliance;
- 8) Add street trees wherever possible;
- 9) Provide for better signage, and integrate theme-based designs for each unique neighborhood and/or district;
- 10) Integrate bus shelters at all stops with lighting, shade and water;
- 11) Convert vacant corner lots where appropriate to pocket parks, playgrounds, community gardens, sculpture gardens, dog parks, skate parks, etc.;
- 12) Encourage the City to readopt its parkways, adding landscaping, street trees and irrigation when it restores sidewalks;
- 13) Embrace different user groups for recreational pursuits including equestrian, special needs, children, seniors, dogs, skaters, etc.:
  - a. Integrate the existing equestrian facilities up and down the Salado Creek with bridle paths and designated crossing and access points;
  - b. Integrate BAMC/SAMCC therapy and therapeutic treatment by partnering with these equestrian facilities for hippo therapy.
- 14) Aggressively pursue off-peak time-shared base facilities, especially the parking at AT&T/Freeman Complex as a park and ride facility into the post.

### **6.3 URBAN TENETS OF SUSTAINABILITY**

With the opportunity to make improvements in infrastructure and policies comes the opportunity to make changes that lead to a more sustainable way of living. There are better ways of doing things. The following list of Urban Tenets of Sustainability includes ideas that need to be a part of any improvement made within the study area from minor street improvements to major new developments.

1. Historically-Based Fundamentals include aggressive and standardized programs to accomplish the following:
  - Add both street tree-plantings and cluster plant-ins to facilitate shading;
  - Construct shade-oriented facilities to serve basic needs of people at bus shelters, pocket parks, gazebos, etc.;
  - Remove extraneous impervious cover and replace with plantings;
  - Establish architectural design guidelines that mitigate the negative impacts of climate and enhance the human interface with the built environment such as extensive roof overhangs, trellises, arbors, passive ventilation, passive solar orientation, “smart” footprints;
  - Promote private, public and cooperative gardening.

2. Advocate the Utilization of the L.E.E.D.'s program wherever practicable.
3. Promote the use of High-Profile Demonstration Pilot Programs that embrace as many examples of progressive sustainability as possible:
  - Living roofs
  - Rain water harvesting
  - In-site stormwater management
  - Optimal mix of recycled materials
  - Solar water systems
  - Solar P.V. Systems
  - Native plant material
  - Wildscapes
  - Noise attenuation
  - Functionality as art.
4. Provide as much facilitation and promotion of these measures through education, professional assistance and funding as possible.
5. Promote a workable, connected and safe system of bicycle mobility including
  - Bike racks
  - Bike loans/trades/rentals
  - Routes
  - Lanes
  - Paths
  - Veloways.
6. Add and enhance the pedestrian environment by
  - Completing sidewalks
  - Repairing walks
  - Developing independent pathways
  - Providing water and shade
  - Enhancing security
  - Provisioning for emergencies.
7. Retrofit environmentally-friendly stormwater management system to replace old ones.
8. Follow the Center for Neighborhood Technology (CNT) on addressing the risks associated with rising costs for energy and transportation in a way that is both cost-effective and maximizes the creation and capture of economic values. Specific proposals include:
  - Development of an energy efficiency and clean portfolio strategy for CPS;
  - Implementation of new policies such as a building code;
  - Better energy management by the City itself;

- Coordination between the City's IT department, SAWS and CPS of advanced metering for tracking and managing energy and transportation use and cost;
- Development of a modern transportation strategy and enhancement of current transportation choice and service opportunities;
- Linking energy efficiency and transportation efficiency opportunities with economic development strategy;
- Improved capital access and workforce development for emerging green industries;
- Information and neighborhood efforts to help households and businesses reduce exposure to rising prices and help stabilize or reduce the cost of living.

## 6.4 ADVOCATES OF ART AND BEAUTIFICATION ON THE EAST SIDE

San Antonio's East Side has great potential for beautification projects and project partners. The historic resources include the historic housing stock found in Government Hill, Dignowity Hill and historic cemeteries.

A group of artists and stakeholders who are known advocates of San Antonio's East Side have met and brainstormed ways to encourage neighborhood identity through public art and beautification projects. Local artists included:

- Nate Cassie
- Alan Neff
- Rick Frederick
- Chris Sauter
- Michelle Gorham
- Ethel Shipton
- Henry Rayburn
- Alan Harmon
- Bobby Hamilton, Director of SAGE – San Antonio for Growth on the Eastside
- Adrianna Hernandez, Carver Center

### Beautification Visioning Topics

- **Infrastructure improvements**
- **Underground Utilities**
- **Code Compliance**
- **Annual Events**
- **Art in the environment – parks, streetscapes, signage**

At the first meeting, their ideas focused on physical structures that contribute to neighborhood identity including ideas for park benches, thematic/vernacular bus shelters, banners depicting historical photos as then and now, as well as the organization of annual events that would bring people together. Other ideas were to improve informal gathering places with shade shelters and pocket parks, allow studio/residence zoning, and foster partnerships with H.E.B. and others.

Ideas for events include outdoor music events, movies projected onto the sides of buildings, kite festivals and City-sponsored events at the Friedrich Building/Carver complex to view beautification as a demonstration project. They also suggested demonstrating art activities at empty houses or lots and using cul-de-sacs for sculpture opportunities.

The Eastside Cemetery complex also provides a unique opportunity. Touching the study area, this historical resource is in some ways a barrier to the street continuity along Commerce and Crockett streets, but its value as a historical resource, open space and sculpture garden is under-utilized. San Antonio's East Side plan recommends any revitalization effort include incorporating the East Side Cemeteries Master Plan.

## 6.5 BEAUTIFICATION POTENTIAL AND ART RESOURCES IN THE AREA

Historically the strongest cultural and community organizations on San Antonio's East Side originated to serve the African American community: The Carver Center and St. Philip's College. Both organizations are still active today and form the cornerstone of any community outreach, education and artistic programming. Although technically just outside of the study area, an understanding of the history of these organizations helps to illustrate the cultural memory of the area.

### 6.5.1 ORGANIZATIONS

- **The Carver Center** – <http://www.thecarver.org/>  
The Carver Center has historically been an important institution for San Antonio's East Side. It began as a community house, library and social center for the African American Community at the turn of the century. Named after George Washington Carver, the center was the focal point for educational, cultural, political and social activities for San Antonio's African American Community.

**The Carver Center is a multiethnic and multicultural performing and visual arts center with a primary focus on the artistic achievements of African Americans.**

Desegregation, changing housing patterns, and inadequate maintenance of buildings led to closure of the library in the late 1960's. During the next decade, a number of civic, social, and political leaders would appear before city officials to encourage restoration of the Carver Center building. The City attempted to demolish it in 1973, but after great objection, the mayor rescinded the demolition order.

The building was renovated and opened again in 1976 as the Carver Community Cultural Center, with the City of San Antonio again assuming its ownership and management. City officials expanded the Center's mission, mandating that the Carver would be a multiethnic and multicultural performing and visual arts center with a primary focus on the artistic achievements of African Americans. Its mission would include community and educational outreach for San Antonio's East Side and also for the broader community. A secondary mandate was that it would provide affordable rental facilities for community activities.

The Carver was recently determined to be an impressive example of a community building in the Moderne style by the Texas Historic Preservation Office, which

declared the Carver historically significant both for its architecture and as a cultural fixture in our community. Funds have recently been granted by the San Antonio Conservation Society for research and nomination for inclusion of the Carver Community Cultural Center and the Little Carver Civic Center in the National Register of Historic Places. (Source: [www.thecarver.org](http://www.thecarver.org))

Focusing primarily on performance art, the Carver Center has many features including a residency dance program for different dance companies from around the country to come here for performances; an art gallery that features local artists in various mediums; matinee performances where different schools are invited to attend; and other outreach programs in the community. The wide-ranging programming, central location, funding potential and ability to attract patrons from all over the City make it an essential building block for the San Antonio's East Side.

- **St. Philip's College** – (<http://www.accd.edu/spc/>)  
A Historically Black College and Hispanic Serving Institution with a semester enrollment of over 8,000, St. Philip's is among the oldest and most diverse community colleges in the nation and one of the fastest growing in Texas. St. Philip's College was founded in 1898 by Bishop James Steptoe Johnston of St. Philip's Episcopal Church of the West Texas Diocese. The school, which opened on March 1, 1898, began as a sewing class for girls with fewer than 20 students in a house located in the area known today as the historic La Villita area in downtown San Antonio. Artemisia Bowden, a teacher and daughter of a former slave, later assumed leadership of the school. Under the direction of Miss Bowden over the ensuing 52 years, St. Philip's underwent monumental transformation, evolving from parochial day school to industrial school to a fully accredited two-year college offering a diverse curriculum. Today, St. Philip's College remains a multi-campus institution of the Alamo Community College District in meeting the educational needs of San Antonio's growing and diverse community.
- **SAGE** – San Antonio For Growth on the Eastside ([www.sagesanantonio.org](http://www.sagesanantonio.org))  
SAGE exists to promote, renew and empower the economic and cultural vitality of San Antonio's Eastside. The organization promotes the area as a place where people want to live and work; it also encourages investors and businesses to invest in the area. The current focus is on the proposed Arts and Entertainment District which runs along East Commerce Street. The goal is to create a walk-able arts district that extends the design standards and feel of the St. Paul's Square district eastward.  
  
SAGE is in a unique position to promote many types of programs and provide grant-writing and grant management of programs to promote public art and beautification programs within the community.
- **Keep San Antonio Beautiful**- There does not appear to be an active organization within San Antonio, but the City could use this type of organization to promote community beautification. An affiliate of Keep America Beautiful, such an

organization combines education with hands-on stewardship to make America's communities cleaner, greener, safer, and more livable. KAB programs activate millions of volunteers each year in community improvement activities, where they learn how to take personal responsibility for improving their local community environments. Keep America Beautiful addresses local challenges by engaging and inspiring community stewardship in three focus areas: litter prevention, waste reduction and beautification.

- **Cultural Alliance of San Antonio** – As part of the San Antonio Cultural Affairs office, the Cultural Alliance is a consortium of arts organizations that will be in a good position to funnel funding and art resources to the community.
- **San Antonio Office of Cultural Affairs** – This office provides financial support to San Antonio's eligible non-profit arts and cultural organizations to support programs and projects that further artistic excellence and foster increased, diverse, public participation and awareness of the arts in San Antonio.

### 6.5.2 PROGRAMS AND RESOURCES

The City of San Antonio organizes many of these public beautification functions among various city departments: Parks and Recreation deals with tree programs; Solid Waste Management is in charge of recycling; Community Initiatives is in charge of code compliance; The Office of Cultural Affairs deals with public art, events, etc.

The City should consider consolidating these functions under one umbrella to help emphasize the mission and to make it easier for the public to find information. The City of Nashville, for example, has a **Beautification and Environment Commission** which works with their Metro Public Works and neighborhood associations to develop and implement beautification projects.

[www.nashville.gov/beautification/beautification\\_projects.htm](http://www.nashville.gov/beautification/beautification_projects.htm)

#### **The Cultural Collaborative: A Plan for San Antonio's Creative Economy**

As prepared by the TCC (The Cultural Collaborative) steering committee and the City of San Antonio Office of Cultural Affairs, this plan has excellent provisions for developing, promoting, organizing and maintaining the creative economy of San Antonio as a whole. This is important for San Antonio's East Side because successful redevelopment of the area will involve attracting "Early Adopters." Often these people and businesses are creative types, who are looking for a neighborhood with character, location and inexpensive real estate.

The recommendations of The Cultural Collaborative emphasize:

- Access – to provide greater access to the arts and culture;
- Economic Development – to promote the growth of San Antonio's creative economy;
- Community Awareness – to increase the community awareness of the role and value of all San Antonio's art and culture;



- Authenticity and Creativity – to strengthen San Antonio’s unique and diverse culture, heritage and architecture;
- Resources – to develop increased resources of all types.

The organization has developed a Public Art Master Plan and is working on an inventory of local artists and their works. They are also planning to develop a dedicated tax-based revenue stream and establish a Capital Grants Program for Construction/Renovation.

The potential role of this organization in the revitalization of San Antonio’s East Side lies in its ability promote the area and to coordinate collaboration between artists/architects/builders/community members and business owners within the individual neighborhoods, and to develop their individual iconography that will be displayed throughout the elements of their art, streetscapes, commercial areas and urban design standards and guidelines. This coordination is important because one of the most important aspects of revitalizing San Antonio’s East Side is to revive the cultural memory and bring it to the forefront.

The full Cultural Collaborative plan can be accessed at [www.sanantonio.gov/tccwebfiles/pdfs/adoptedplan.pdf](http://www.sanantonio.gov/tccwebfiles/pdfs/adoptedplan.pdf)

Public Art Master Plan:  
<http://www.sanantonio.gov/publicart/pdf/PASApplan.pdf>

## **6.6 COMMUNITY SUCCESS STORIES OF BEAUTIFICATION AND ART**

The following pages include success stories of other cities' project in beautification and art. Below is a list of the projects presented:

- 6.6.1 Perspectives Charter School, Chicago
- 6.6.2 Dart Station Art and Design Program, Dallas
- 6.6.3 US-59 Houston Gateway, Houston
- 6.6.4 Martin Luther King, Jr. National Historic Site, Atlanta
- 6.6.5 Austin- Art in Public Places
- 6.6.6 Indianapolis Public Art Program, Indianapolis
- 6.6.7 New Columbia Neighborhood, Portland
- 6.6.8 Bryant Park, New York City
- 6.6.9 Brownfields to Success Stories, various
- 6.6.10 Chicago's Green Design, Chicago

### 6.6.1 PERSPECTIVES CHARTER SCHOOL CHICAGO, ILLINOIS

A Charter school spurs redevelopment. The architecture creates community space and expresses the values of the guiding principles.

#### Awards for Excellence: 2007 Finalist

The Perspective Charter School's new building, which was completed in August 2004, reflects its founders' principles for an ideal school environment. Perspectives was one of the first public charter schools in Chicago; the success of its first campus, which is in South Chicago, spawned the formation of this campus in the South Loop, a neighborhood that is characterized by light-industrial shed buildings and renovated loft residences. The new school building occupies the acute end of a 1.25-acre (0.51 ha) triangular site that had been a parking lot. The 30,000-square-foot (2,787 m<sup>2</sup>) facility serves 350 students in grades six through 12, 86 percent of whom come from economically disadvantaged households. Classrooms are oriented around a two-story multipurpose room that is decorated with multilingual graphics taken from the school's mission statement. This room serves as the structure's "living room" and is used as a cafeteria, main assembly hall, and central social space.

The initial planning for the school building was conducted in a workshop format. The workshops featured a series of presentations on current trends in education and how educational facilities are responding to these trends, as well as conversations regarding appropriate strategies for the Perspectives Charter School. The workshops also featured discussions of how the school's five guiding principles—a disciplined life, academic rigor, community engagement, family involvement, and professional development of educators—could be physically embodied by the new structure. The planning process resulted in a building that, although constructed on a very limited budget, reflects the culture and philosophy of the school. That is, it creates an environment in which students and teachers can be compassionate, just, hardworking, and healthy.

The site's industrial heritage influenced the design and the choice of building materials, including its corrugated metal skin. Developed on a budget of less than \$4.5 million, the structure achieves a dynamic form that emphasizes the school's commitment to innovation and encourages students to approach



#### Development Team

##### Owner

Perspectives Charter  
School  
Chicago, Illinois  
[www.perspectivescs.org](http://www.perspectivescs.org)

##### Development Manager

Levine Construction Inc.  
Chicago, Illinois  
[www.levineconstructioninc.com](http://www.levineconstructioninc.com)

##### Architect

Perkins+Will  
Chicago, Illinois  
[www.perkinswill.com](http://www.perkinswill.com)

##### Landscape Architect

Site Design Group  
Chicago, Illinois  
[www.site-design.com](http://www.site-design.com)

##### Project Data

###### Website

[www.perspectivescs.org](http://www.perspectivescs.org)

###### Site Area

1.25 ac (0.51 ha)

###### Facilities

30,000 sf (2,787 m<sup>2</sup>)  
school

###### Land Uses

education, surface  
parking

###### Start/Completion Dates

June 2001–August 2004

their studies from a variety of perspectives. Large common areas facilitate meetings and communication with the school's community of families, neighbors, and partners, and smaller common areas, offices, and classrooms that permit teachers, students, and staff to work intensively without disruption.

A flat roof and a pitched roof converge at the building's apex to form an entry canopy. The tip of the triangular structure, now trellised space that is used as an outdoor classroom, will eventually become a library. Multistory windows invite members of the school's outside community in. Day-lighting, fresh circulating air, and ergonomic furniture enhance the appeal of the state-of-the-art facility. In effect, the school may be seen as symbolizing new beginnings for a historically underdeveloped neighborhood. The school functions as the center of a community of teachers, families, neighbors, and business and philanthropic partners. It actively shares its facility with community organizations that offer enrichment programs targeted to young people in the neighborhood.

Kimberlie Day, principal and cofounder of Perspectives Charter School, credits architect Perkins+Will with "creating a remarkable educational space for Perspectives Charter School, regardless of the resources of the school or our students. The design parallels the personality of Perspectives Charter School's educational model, versatile, challenging, dynamic, and progressive. The beauty and ambition of the new building underline our mission for a high quality education for all of our students."

Source:

<http://www.uli.org/AM/Template.cfm?Section=Home&CONTENTID=109944&TEMPLATE=/CM/ContentDisplay.cfm>

## 6.6.2 DART – THE DART STATION ART & DESIGN PROGRAM

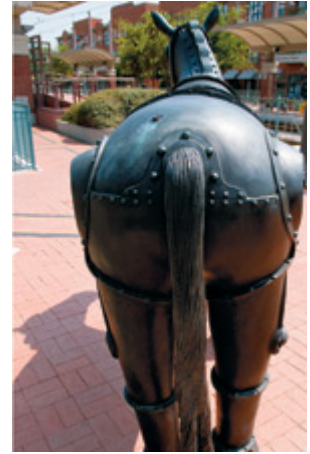
The DART Station Art & Design Program in Plano, Texas, is a testament to the powerful synergy created by a shared vision and collaboration.

Throughout the development of DART Rail and the Trinity Railway Express, engineers, architects, artists and neighborhood advisory committees worked together from station concept to completion. Each station is a celebration of community: expressing our area's rich diversity of cultures and our architectural history. Art and design elements both acknowledge our human differences and affirm our shared humanity.

The result is a series of passenger facilities that are far more than convenient transit points; they are uncommon works of art.

The DART Station Art & Design Program does not merely create art for public places; it creates the places themselves. Come see a superb collection of public art that engages us in the present, reminds us of our past and beckons us to consider our collective future.

Source: [www.dart.org/about/publicart/publicartindex.asp](http://www.dart.org/about/publicart/publicartindex.asp)



*Iron Horse*, Tom Askman, Sculpture  
Downtown Plano, Texas Station

### 6.6.3. US-59 HOUSTON GATEWAY, HOUSTON

Source: <http://www.reiusa.com/News/2003NSBA/US59-HoustonGateway.pdf>

#### Bridges as Art

The Southwest Freeway (US 59) is located near downtown Houston. In order to increase capacity, four continuous post-tensioned concrete bridges spanning the freeway first needed to be replaced to provide space for a cross section and to accommodate traffic control for the 250,000 vehicles a day that use the freeway.

The new steel tied-arch bridges clear span 224' over the freeway. They carry two lanes of traffic, two bicycle lanes, a utility parapet in each direction and sidewalks outside of each arch. Their total width is 60' each.



New bridges identified a neighborhood, reconnected community, and provided bicycle, pedestrian and vehicular traffic.

The original freeway split the community in two parts when it was built in 1961. The previous bridges were inadequate for pedestrian traffic and led to a sense of separation. The new landmark bridges beckon pedestrian traffic and have restored the feeling of one community.

(Paraphrased from: "US-59-Houston Gateway," Modern Steel Construction, Nov. 2003)





#### 6.6.4 MARTIN LUTHER KING, JR. NATIONAL HISTORIC SITE

Source: Source: Trust for Public Land

[http://www.tpl.org/tier3\\_cdl.cfm?content\\_item\\_id=1153&folder\\_id=727](http://www.tpl.org/tier3_cdl.cfm?content_item_id=1153&folder_id=727)

Martin Luther King, Jr. National Historic Site, Atlanta, GA

The expansion of the Historic site has sparked a revival of the African-American Sweet Auburn neighborhood. The Trust for Public Land, which began acquiring properties for the historic site in the early 1980s, recently acquired several more historic homes and demolished a dilapidated factory to provide land for the park. The improved site, with additional open space, has become a catalyst for community reinvestment. Crime is also down. Dozens of homes have been built or restored, and the site's 500,000 annual visitors have bolstered neighborhood businesses.

**None of this would have been possible without the investment in the National Historic Site.**

None of this would have been possible without the investment in the national historic site, says real estate developer Bruce Gunter, who has developed nonprofit, low-income housing within the district. "The National Park Service is there for the long haul," Gunter says. "People considering commercial or residential development can be confident that the benefits of the park aren't going to disappear."



Gunter and others are now planning a greenway park along the new Freedom Parkway, connecting the King Historic Site, the Jimmy Carter Presidential Center, and Atlanta's downtown. The park will contain bike trails, benches, and street lighting and will be what Gunter calls, "a real-life, honest-to-God, throw-a-Frisbee, get-a-drink-of-water, have-a-picnic kind of a park." Gunter and other businesspeople are helping to raise money for the park, which should boost property values and spur business along its length.

"This is pure market economics at work," Gunter says. "There are eight neighborhoods that surround this parkway, and they will all be strengthened. The whole point is to try to keep the middle-class families that are living there and to attract others. The park will be a real anchor for an in-town middle class."

Paul Grogan, former president of Local Initiative Support Coalition (LISC), a community development group in New York City, agrees that open space can play a crucial role in revitalizing low-income, inner-city neighborhoods. "Low-income neighborhoods are principally residential neighborhoods where the economics have gotten weak because of depopulation and disinvestment," Grogan says. "The key to restoring their economic vitality is restoring the residential vitality. The residents of such communities regard quality open space such as parks, ball fields, and gardens as vital to the health of their community."



## 6.6.5 AUSTIN - ART IN PUBLIC PLACES

<http://www.ci.austin.tx.us/aipp/>

For over two decades, the City of Austin Art in Public Places program has made it possible for talented artists of local and national renown to enhance public spaces throughout the city with works of art ranging from outdoor sculptures and murals to functional works integrated into architecture. Artists have successfully incorporated traditions, objects, and physical marks of community members to create cultural landmarks that have become cornerstones of community identity.



**Elevated Prairie, 2004**

**Central / East Austin  
Police / Forensics Lab  
R. Murray Legge, Andrea Legge,  
Deborah Eve Lewis  
Earthwork with steel planters,  
benches, fountain, earth and steel  
berms, and native plantings. This  
earthwork, located along the front  
lawn area, forms a labyrinth in the  
shape of a fingerprint. Approximately  
120' x 60'**

The City of Austin was the first municipality in Texas to make a commitment to include works of art in construction projects when it established the Art in Public Places program in 1985. By ordinance, 2% of the budget is allocated to commission or purchase art for public sites such as the airport, convention center, libraries, parks, police stations, recreation centers and streetscapes.

The Austin Arts Commission provides oversight and appoints a seven-member Art in Public Places Panel composed of respected local visual arts and design professionals to make program recommendations. The Art in Public Places Panel and staff work closely with project architects, city departments and community representatives to ensure that the Art in Public Places Collection includes high quality works of art that represent the broad range of media, styles, and cultural sensibilities that contribute to Austin's distinctive ambiance.



**Snake Culvert, 1990 , T. Paul Hernandez**  
Cast concrete drainage culvert  
This sculpture functions as a culvert for a dry retention pond. The artist uses the snake as a symbol of transition at this gateway where water enters back into the environment to start its life-giving cycle again.

### 6.6.6. INDIANAPOLIS PUBLIC ART PROGRAM

Information taken from an article, "Art projects involve Indy residents in beautification efforts," Konrad Marshall, The Indianapolis Star, posted August 1, 2008 in Culture section <http://www.indy.com/posts/10386>

#### Public Art Gallery

Indianapolis is using pictures and community involvement to attempt to revitalize blighted, transitional neighborhoods like the East 10th Street corridor. In the past three years, seven murals have been put up throughout a gateway area as part of an overall "Quality of Life" plan by the East 10th Street Civic Association.

"We wanted to start creating positive spaces along the district, places that folks could identify with, to build community pride and share the history of the district."

Local community leaders believe that public art serves to draw people out and involve them.

Scott VanKirk, president of the Watson-McCord Neighborhood Association, is trying to unify about 16,000 Indy residents. The Watson-McCord association recently completed three years of work on McCord Park (on 36th Street), which involved refurbishing a sundial that had fallen into disrepair, using a \$10,000 Keep Indianapolis Beautiful grant. The group worked with third and fourth graders on projects as simple as painting trash cans for the area.

**"The goal is to inspire people, showing them what can be done with an empty space. And once some people start cleaning up, other people start taking**

"So we've now impacted 40-some kids, that now will hopefully want to stay invested in the neighborhood, who will be able to go back when they're older and say, 'Look what I did,'" said VanKirk. "Because a lot of trouble with litter is from the kids themselves, so to have them be part of making the sundial and the trash cans, it gives them a certain degree of pride."

Greg Charleston, president of the Arts Council of Indianapolis, said the value of public art is measured in a number of ways, many of which are not quantifiable. A 2005 study by social scientists at the RAND Corp. noted that during the "culture wars" of the 1990's, arts advocates came under increasing pressure to articulate the value of public art. The study found that instrumental benefits and direct outcomes are hard to measure, but the vast majority of the benefits of public art are subjective personal responses, and the creation of lasting social bonds.

## **Funding for Public Art**

The bulk of fundraising for public art projects is actually done at the grassroots level from local merchants donating materials to citizens donating their time and money, said Mindy Taylor Ross, director of public art at the Arts Council of Indianapolis. Grant money also is available, as well as help finding funds, from groups like the Arts Council of Indianapolis, the Local Initiative Support Corporation, Art for a Heart, Rotary, Keep Indianapolis Beautiful and the Central Indiana Community Foundation (which has an Inspired Places Initiative).

## **Public Art Projects in Indianapolis**

Public art projects designed to beautify neighborhoods can be found throughout Indianapolis.

- Students from Brookside Elementary School 54 created a tile mosaic for a retaining wall on the school's campus. Other plans for community-created include murals on private residences.
- Statues have been made from melted guns from a neighborhood buyback program.
- "Urban Silo," by Jeff Martin -- two large silo-shaped steel sculptures, covered in bronze, with a lounge at the base of each one. The piece is intended to transport people back to childhood, to a time when it was easier to take a moment, lie on the ground, and question why the sky is blue.
- Moon Block Park - To see a beautiful example of a carefully conceived pocket park revitalization, visit Moon Block Park on the city's Near Eastside. With the help of the East 10th Street Civic Association, the Local Initiatives Support Corporation, the Village Pantry and other local merchants and citizens, the small park is a picture of perennials, made all the more scenic by the work of Brian Duff, who was commissioned to create two murals depicting the neighborhood in its heyday.
- Painted boards on abandoned buildings - Nothing says "blighted neighborhood" more than the boarded-up windows of a large abandoned building located on a main business strip. Each board was painted a brilliant sky blue and added a series of white toy planes with red propellers flying in all directions.
- Rebirth of McCord Park - Dozens of third- and fourth-graders, as well as many other community figures, put their heart and soul into the rebirth of McCord Park. The group did everything from landscaping and gardening to painting trash cans to revitalizing and augmenting a sundial commemorating William Whitfield, the first black policeman killed in the line of duty in Indianapolis in 1922.
- Murals - One of the first public art projects initiated in the East 10th Street corridor was a large-scale mural by Morris Kurz. The mural transforms an old cinderblock wall into a neighborhood gateway.

### 6.6.7 NEW COLUMBIA NEIGHBORHOOD, PORTLAND, OREGON

Columbia Villa was an isolated and distressed 82-acre public housing site. The Housing Authority of Portland (HAP) partnered with public and private stakeholders to redevelop the site and create New Columbia, a neighborhood built to improve economic opportunity, community livability, and environmental quality for both old and new residents.

The new development increased the number of housing units from 462 rentals to 854 rental and ownership units. Housing options range from low-income apartment rentals comprised of families at or below 60 percent of median family income to market-rate single-family homes. The site was reintegrated into the surrounding neighborhood by connecting to the traditional street grid. Amenities in the new neighborhood include community college classrooms, a new Boys and Girls Club, the Rosa Parks Elementary School, parks, and retail destinations including a coffee shop and the Big City Produce store.

The 28-member Community Advisory Committee (CAC) conducted a series of Sunday morning design workshops to engage local residents. Through this process, residents advised on all aspects of the project. The New Columbia Newsletter, which was created by the CAC, informed residents of the project's progress.

The site was designed to improve on the environmental performance of the old development. All residents are within a five-minute walk of public transportation. Two mixed-use buildings in New Columbia have LEED certification, and LEED Gold was awarded to the new school. By replacing the old sub-surface infrastructure, New Columbia has 80 percent less underground piping than comparable developments. Approximately 98 percent of all stormwater is now processed on site, which prevents further contamination of the Columbia River Slough. The "green street" system includes approximately 100 vegetated pocket swales. The street design purposely avoided mature trees—saving more than 50 percent of the existing tree stock.

#### **Site Statistics**

	Acres	Hectares
Site Size	82	33.2
	Square Feet	Square Meters
Residential Units	NA	
--Single-Family Units	556	
Date Completed	2006	

<http://www.smartgrowth.org/library/articles.asp?art=3316>

### 6.6.8. BRYANT PARK, NEW YORK CITY, NY

Bryant Park in Midtown Manhattan, beside the New York Public Library was neglected and rundown until the late 1970's. Drug dealers, muggers and purse-snatchers frequented the place, and two murders had the local business community up in arms. Finally in 1980, the Bryant Park Restoration Corporation was formed (BPRC) to turn the area around. Today, after a five-year, \$9 million renovation, the park boasts attractive lawns, flower gardens, news and other kiosks, pagodas, a thriving restaurant, and hundreds of moveable chairs under a canopy of trees. On some days, more than 4,000 workers and tourists visit this green oasis in the heart of Manhattan, and more than 10,000 people come for special events.



Early on, a decision was made to fund the park privately. The park was privately managed and privately funded. The park, supported by city funds and by contributions from surrounding businesses, has spurred a rejuvenation of commercial activity along Sixth Avenue. Rents in the area are climbing, and space is hard to come by. Revenues are generated through park concessions, events and kiosks as well as local real estate owners. In 2005 the parks netted more than \$1 million from operations and had a budget of \$4 million.

Bierderman created a Business Improvement Districts (BID). These districts fill a void in the municipal services, deliver a range of supplemental services including sanitation and maintenance, public safety and beautification. They are funded by a special assessment paid by property owners within the district.

At the time of the article in 2004, crime had been cut drastically, and area rents had increased by \$20 to \$25 a square foot, and property values soared.

BID's

Business Improvement  
Districts can fill the void in  
municipal services.

Source:

Urban Land Institute [www.uli.org](http://www.uli.org)

French, Desiree, "Profile of Daniel Biederman," Urban Land: January 2005

### 6.6.9. BROWNFIELDS TO PARKS SUCCESS STORIES

One way to preserve valuable landscapes while accommodating a growing population is to redevelop previously used urban lands, sometimes known as "brownfields."

Even with the expense of environmental clean-up, a recycled parcel is often less expensive to develop than new land, because it is already serviced by roads, utilities, and other infrastructure. Brownfield development also relieves some pressure to develop farms and other open space.

Since 1993 the U.S. Environmental Protection Agency has been helping communities redevelop some of the nation's estimated 130,000 to 425,000 brownfield properties, and these projects are already showing economic benefit.

The Trust for Public Land understands that the lack of "new" developable land within cities presents a challenge to urban planners who are striving to turn park-poor areas into more livable neighborhoods. The solution could be close at hand: turning previously industrial properties, referred to as brownfields, into recreational spaces. A community can often experience economic revitalization by the creation of a single park, bringing people together around common goals and attracting commercial interests. The conversion of brownfields to parks also helps guarantee the livability and long-term success of community redevelopment projects.

#### **East Boston Greenway, MA**

Photo by: Susan Lapides

With support from the Lila Wallace-Reader's Digest Fund, TPL has been working since 1994 with Boston Natural Areas Fund and local advocates to help the city acquire an abandoned rail corridor in East Boston for use as a greenway and bike trail. In 1997, Consolidated Rail Corporation (Conrail) donated the 1.2-mile corridor to TPL, and the Massachusetts Highway Department and the Environmental Protection Agency committed mitigation funds to cover clean-up costs. In 1998, TPL transferred the first 1/2-mile of the corridor to the city, along with a small adjacent parcel. Thanks to \$1.3 million in federal grants, the city has now begun the first phase of trail construction.





### **Olympic Sculpture Park**

Photo: Roger Hoestery

In 1998, TPL, in partnership with the Seattle Art Museum (SAM), stepped in to protect the last undeveloped piece of downtown Seattle waterfront for a public sculpture park. Plans for the 7.3-acre site, a former oil-tank farm, showed a unique park that would showcase great art and outdoor conservation, and effectively double the amount of open space in Belltown, the city's densest and fastest-growing neighborhood. Once the land was cleared, SAM and TPL raised the \$17 million purchase price from private and public funds in just six months. In January 2007, the Seattle Art Museum opened its Olympic Sculpture Park, which showcases world-class art, innovative park design, habitat restoration, and breath-taking views, all together in a stunning public space open to all.



### **Ping Tom Memorial Park Expansion, Chicago**

Photo by: Jill Metcoff

Nearly 40 years after Chinatown's only public park was demolished to make way for the Dan Ryan Expressway, the South Side neighborhood celebrated the dedication of the new Ping Tom Memorial Park, a five-acre jewel on the Chicago River in 1999.

With a new pagoda-styled pavilion, this riverfront park has become a community center. However, the small size and narrow shape of the land could not meet the recreational needs of the growing Chinatown community. Specifically, it was not suitable for a much-anticipated field house. To solve this problem, the City of Chicago Park District requested TPL's assistance in acquiring an adjacent five acres of abandoned railroad land owned by Burlington Northern Santa Fe Railroad. A former industrial site, or brownfield, the land will be cleaned up and redeveloped into a spacious community park with ball and soccer fields, a field house, and a swimming pool.



### **Senka Park, Chicago, IL**

Photo by: Ken Sherman

In 1989, The Grand Truck and Western Railroad announced plans to develop approximately 13 acres of a former railroad yard in a predominantly blue-collar neighborhood on southwest Chicago, an area significantly underserved by parks and open space. The land abutted tiny Senka Park, one of only two parks in a sprawling district of brick bungalows and walk-up apartment buildings. Almost as soon as the railroad announced the development, neighbors asked local aldermen to block the project and help make the land a park. The Chicago Park District wanted to acquire the land but needed assistance. At the city's request, TPL optioned the former rail yard and transferred it to the park service over three years.





### **Sixth Avenue and 15th St. Community Garden, NY**

A 12,500-square-foot former gas station has been transformed into a community garden on a corner on the rapidly developing South Park Slope area of Brooklyn, NY, one of the few community gardens developed on private property in New York City.



All underground tanks and contamination were removed from the parcel after a residential building was proposed in the 1980's. A foundation was laid, but the real estate market crashed and construction was abandoned. Disturbed by the gaping eyesore in their neighborhood, residents persuaded the NYC Department of Sanitation to fill in the foundation, and since 1992 the lot has hosted a thriving community garden. Programs include composting and children's classes, such as summer writing and art workshops, chess class, crafts and games, and a youth mentorship program.

In 1999, TPL purchased the garden in anticipation of conveying it to the Brooklyn Land Trust, a private non-profit that will hold the property for management by the local gardening group. An anonymous donor provided TPL with the entire purchase price.

<http://www.tpl.org/>

Source: Trust for Public Land

[http://www.tpl.org/tier2\\_pa.cfm?folder\\_id=945](http://www.tpl.org/tier2_pa.cfm?folder_id=945)

## 6.6.10 CHICAGO'S GREEN DESIGN FOR BEAUTIFICATION AND CONSERVATION

*"Greening from the Top Down," Urban Land, March 2007*

Chicago's Emphasis on Green Design for Beautification and Conservation led to involvement in the LEED-ND program

When Daley took office in 1989, he realized the city was removing more trees than it was planting. Understanding that trees and streetscaping not only improve the appearance of the city but also help clean the air, he began an ambitious beautification program. The city has since planted about 500,000 trees, with a goal to plant more than 1 million.

From that starting point, the city worked more holistically at becoming sustainable. Daley decided that City Hall would be the location of the City's first green roof. The idea has caught on, and numerous green roofs have followed. The best place to see them is from above. The city currently has 2.75 million square feet of green roof including four on recently built Target stores throughout the city.

**It started with beautification, moved to green roofs and buildings, and is expanding into land use and business decisions.**

The success of City Hall's green roof encouraged Daley to mandate that all new municipal buildings be LEED certified. He also instituted a green building permit process through which developers can receive an expedited building permit or have a portion of consultant fees waived if the project includes one or more items from a green menu. So far half a dozen new schools, police stations and fire stations have been certified.

The efforts in Chicago have helped develop the LEED-ND program, which addresses land use as well as buildings. The LEED for Neighborhood Development Rating System integrates the principles of smart growth, urbanism and green building into the first national system for neighborhood design. LEED certification provides independent, third-party verification that a development's location and design meet accepted high levels of environmentally responsible, sustainable development.

For more information on LEED-ND programs please see the US Green Building Council <http://www.usgbc.org/DisplayPage.aspx?CMSPageID=148>

## 6.7 BEAUTIFICATION AND ART ANALYSIS OF STUDY AREA

### 6.7.1 PUBLIC ART

“Public art projects should create places and spaces to reveal influential stories about San Antonio’s history, cultures, characteristics, and uniqueness. Public artists can wrestle with images, icons, stories, histories, and folk tales. The city’s stories are found in its natural springs, creeks, rivers, and watershed; and its acequias (among the earliest engineered water and irrigation systems in the United States). San Antonio has political and regional distinctiveness; a nineteenth century cosmopolitan European era; chili queens; breweries and food processing; forts, military, medical centers, communications technology, and aviation operations; architecture, neon, and murals; and values of family and community. All contribute to San Antonio’s authentic identity. By drawing on these unique stories through public art, the city can reveal what is hidden and recall what is forgotten. PASA can make room for stories left out, for stories of fact, fact, controversy, and whimsy. PASA aims to transform spaces into places of significance, remembrance, and celebration.

<http://www.sanantonio.gov/publicart/pdf/PASApplan.pdf>

#### **Recommendation:**

**The City should approve the recommendations outlined in PASA – Public Art San Antonio, for a new and improved public art program.**

**<http://www.sanantonio.gov/publicart/pdf/PASApplan.pdf>**

Public Art initiatives that greatly relate to our study area focus on connectivity. The GMP study area is a series of neighborhood islands that are cut off from each other by the post as well as highways, bridges and railroads. The San Antonio Public Art Plan makes a few recommendations regarding connectivity.

### 6.7.2 PUBLIC ART AND CONNECTIVITY

Beautification projects can be used to promote connectivity between San Antonio’s East Side to downtown, Fort Sam Houston and other areas. An example of a way public art can help achieve this is the series of stainless steel chevrons and digitally programmed LED projections in tinted light that illuminate the pillars and caverns of two underpasses where Commerce and Houston streets cross Highway 281.

Opportunities for connective art specified in the GMP exist along the east-west thoroughfares of Burleson, Burnet and Houston, Carson to Pearl Brewery Boulevard, the Hays Street bridge and the north/south bridges of Walters, New Braunfels and Pine. The goal of streetscapes and public art in these contexts is to create fluid, readable connections between neighborhoods and over an impressive array of highways and railroad tracks.

Other specifics mentioned in the Public Art report include the neighborhoods and locations of MLK Plaza at New Braunfels; Fort Sam Houston; Walters Street Entrance;

Government Hill Neighborhood entrance, Historic City Cemeteries and the AT&T Arena Corridors.

### **6.7.3 OPPORTUNITIES FOR COMMUNITY BEAUTIFICATION PROJECTS**

Each of the neighborhood plans identifies areas where residents would like to see some form of community beautification. Below are some of the highlights and other suggestions for the area.

#### **Bridges**

- N. New Braunfels Avenue
- Hays Street
- Pine Street
- Walters Street

#### **Gateways**

- Walters Street entrance for Fort Sam Houston
- North and South New Braunfels
- Entryways from Mahncke Park and Government Hill
- Cunningham Gate at Fort Sam
- Brahan Boulevard at Fort Sam

#### **Neighborhood Identity**

- Cultural Districts – Promote the neighborhoods as cultural districts: The Arena District, the Cemetery District, the Carver Cultural District, etc.;
- Cultural Heritage Tourism – The City of San Antonio through the Office of Cultural Affairs has put together interactive online tours of some of San Antonio's Unique neighborhoods online. Subjects on the tours that relate to our study area that are already online include: African American history, pre-Civil War, Architecture, Old Homes, Fine Art, German Heritage, Post Civil War, Military History, Parks and Nature, Trolley and San Antonio History;
- Neighborhood Tours:  
<http://www.sanantonio.gov/neighborhoodtours/> These tours should be converted to City Tour Bus trips to help get San Antonio residents and tourists to see other parts of the city, not just the commercial district;
- Via Bus Stops provide places to promote the area;
- Special street signs can be added;
- Park amenities draw attention;
- Banners along ceremonial streets can be effective.



#### **Parks**

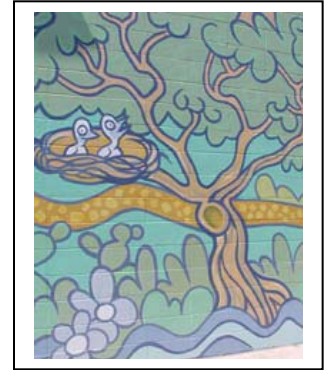
- Dog Parks – Currently the City of San Antonio only has two dog parks: McAllister Park and Pearsall Park. These parks promote neighborhood networking and community.

- Skate Parks – San Antonio currently has nine skate park facilities but none in the study area. Skate parks provide urban youth with another activity to participate in a public space.

<http://www.sanantonio.gov/sapar/skateparks.asp>

### **Fun and Funky**

- Graffiti Murals: The City of San Antonio provides grants for community murals. Their programs include the Graffiti Mural program as well as the “Arts in the Community” (AIC) program.
- Vacant Lot Fiestas – Draw attention to the lot, have a clean up and get the community together.
- Abandoned House Artist Expression Program – Use the house as an opportunity for local artists to make a statement. Paint them bold colors or do sculpture in the front yard.
- Institute a Yard Art Initiative. Encourage public decoration of both public and private spaces and produce an annual Yard Art Tour.
- Work with other local organizations that have experience encouraging and exhibiting this art form.
- Celebrations: Promote fun celebrations that attract people from other parts of the City. Existing celebrations include:



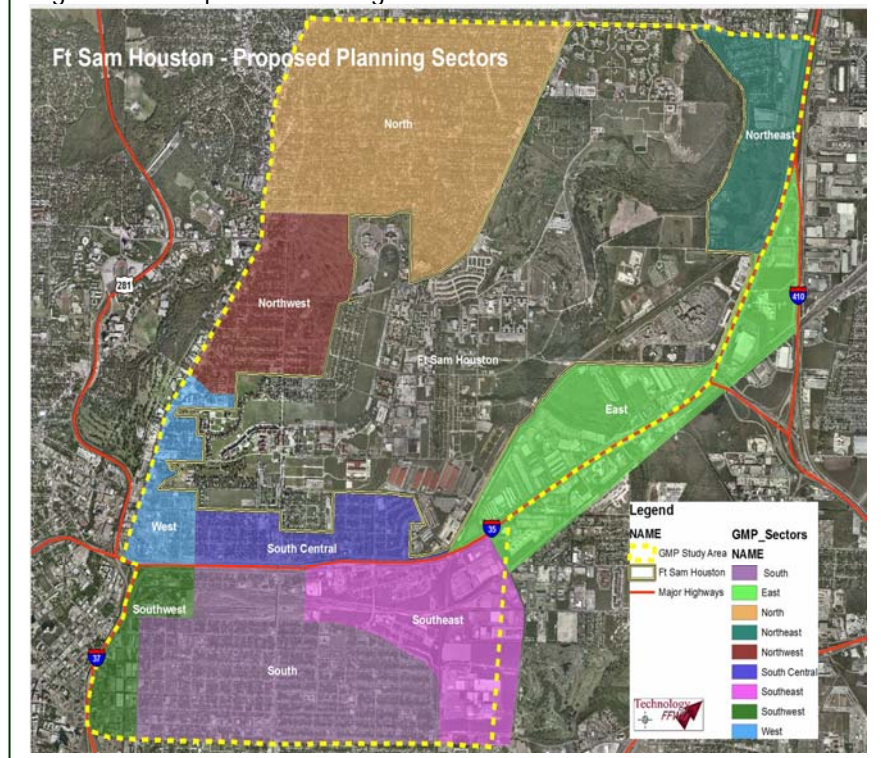
- Dignowity Hill Pushcart Contest – a high performance art project organized by local Dignowity Hill resident Cruz Ortiz. Wanting to create a project that would lure people off the street and into their garages and tool sheds, Ortiz started a derby that has become part of Contemporary Art Month and brings people from all over into the historic community.
- Martin Luther King Day Parade – One of the largest in the country, it brings people from all over the city.



## 7.0 AREA MARKET AND LAND USE ANALYSIS

The following analysis is based on the *Proposed Planning Sectors* we have delineated in Figure 7-1: Proposed Planning Sectors. These are geographically identified areas, with a focus on both data aggregation and market influences. They are intended to be inclusive of all land uses, including areas that don't have approved neighborhood plans and splitting other areas that do have approved plans for the purposes of this report. This analysis is based on broad generalities, physical distinctions, and major barriers. It is intended as a tool to study, strategize, plan, and market this large and complicated area.

Figure 7-1: Proposed Planning Sectors



Going clockwise around the Post, the sectors are as follows:

- Northeast
- East
- Southeast
- South Central
- South
- Southwest
- West
- Northwest

## 7.1 CURRENT MARKET AREA DYNAMICS

### Northeast

This area is bounded by Holbrook Road on the west; Rittiman on the north; I-35 on the east; and Petroleum on the south. It is one of the most unique in the entire study area because it has a rural-like setting. The equestrian facilities, the urban wilderness of the Salado Creek corridor, and the undeveloped private land areas on one side and the post on the other, makes it feel more rural than urban. The small neighborhood of Raven Estates orients toward Rittiman, with some large tracts interspersed, while the

area fronting the railroad and the interstate has minor retail and office/warehouse facilities.

There is no current neighborhood plan with the city of San Antonio, and development activity is mostly static. The potential for sensitive development that embraces and maintains the rural-like setting is great. Such factors as the expansion of parkland, recreational facilities (especially equestrian), and the continued development of the Salado Creek Greenway would rank the quality of life as high. The immediate proximity to BAMC and the underutilized connectivity to the post set it in a very favorable position for accommodating short-term, mid-term and long-range BRAC-related development.

## **East**

This is the largest, mostly non-residential portion of the study area. Its eastern edge is Loop 410; the southern edges are bounded by the Union Pacific Railroad, AT&T Parkway, and I-35. The post and I-35 form the western boundary. This area “keys” on BAMC, and is well-served because it is both bisected and isolated by the freeways and railroad lines. It primarily houses large-scale industrial, warehousing, storage, and transfer facilities, with some support facilities and a fair amount of undeveloped tracts scattered throughout. It also has the recently developed Artisan at Salado Creek multifamily project on Binz-Engleman, a few motels, and is split by an undeveloped segment of the Salado Creek Corridor, and the Splashtown recreational facility.

This area is also not covered by an adopted plan by the City of San Antonio. Due to its physical isolation, its ability to absorb BRAC-related deployment at Fort Sam is much higher than its ability to support neighborhood revitalization. A strong case can be made to shift the focus of this area from industrial/warehousing to medically-oriented professional and related support industries. The opportunities, both in this area and in the undeveloped parcels adjacent inside of Ft. Sam, are exciting.

## **Southeast**

This area is defined by the AT&T Parkway on the east; two blocks south of Houston St. on the south; the north-south line of the Union Pacific Rail Road on the west; and to the drainage channel, a western boundary defined by a projection of Tilden and Gevers, and I-35 on the north.

Anchored by the AT&T Center and Houston Street on the south, this area is primarily the public and quasi-public facilities that support the AT&T Center, Joe and Harry Freeman Coliseum, and the San Antonio Livestock Exposition grounds. Truck and transfer facilities to the north complete the area to I-35. To the west is a large SAWS facility and a very underdeveloped, mixed-use area of single-family residential, warehousing, vacant parcels, and large sections of the railroad yard.

Although included on the edge of both the ULI study on the east side and the Arena District-East Side Community Development Plan, this area is also primarily non-residential, with warehouse, storage and transfer facilities. It has a fair amount of vacant



land proximate to the expressway, and is well served by traffic arteries. It is appreciably underdeveloped.

The potential to accommodate redevelopment in this area is medium to high, based on the political will to embrace woefully-neglected single-family and multifamily areas between I-35 and the drainage channel. With the dynamics of the expanded role of Walters, focusing on it as the main gate to Fort Sam would create an opportunity for the area to provide additional retail and support facilities. The intersection of the AT&T Parkway and I-35 presents a ripe opportunity for intensive development and redevelopment. There is also the potential for the development of park land, open space connections, and alternative transportation corridors immediately north and northwest of the AT&T-SALE Complex. Additionally, a greater shared utilization of the grounds, facilities and parking in this area has the potential to offset pressures created by the development inside the post.

### **South Central**

This is the core of the Government Hill Area, and has long been the focus of redevelopment strategies. It is bound on the north and east by the Post; I-35 on the south; and Pine on the west. This area is covered by an adopted Neighborhood Plan for the Government Hill Alliance (an area larger than this planning sector, in that it “jumps” I-35 to the railroad tracks and goes all the way west to Broadway). The core of the area is now the Government Hill Historic District. Although poised many times over for extensive revitalization, the closure of New Braunfels through the post has only exacerbated the recovery of this area. However, this area still has all the right ingredients for redevelopment as well as being postured to take maximum advantage of accommodating BRAC-related growth and development. These include tremendous historical architectural components, an active and engaged group of citizens, an enviable mix of residents, businesses, and entrepreneurs who are energetic and motivated.

A reorientation of through-traffic that focuses on east-west alignments while still building on the historic characteristics of the north-south streets, in particular their intersections, can really help “re-knit” the social and economic fabric of this area. Of course, the emphasis is still on New Braunfels but should include Pine and Walters as well. When cross-threaded with Carson and Grayson, and making connections to Broadway, numerous dynamics could be put into play for redevelopment.

### **South**

This area is the core of San Antonio's East Side. It is defined by I-35 on the north; Tilden-Gevers, a major drainage channel; and the north-south line of the Union Pacific Rail Road on the east; Center Street on the south; and Hackberry on the west. It includes an amazing amount of historic structures, has most of its urban fabric intact, and embraces a strong sense of community. This area contains the Dignowity Hill Historic District and its larger Dignowity Hill Neighborhood Association, the Harvard Place-Eastlawn Neighborhood Association, and part of the Jefferson Heights Area. It is primarily single-family residential in classic grid layout with both large and small lots and

sidewalks set back from the street. It has a wonderful mixture of neighborhood and support retail, and the typical corner storefronts, many of which now sit vacant. This multicultural area has many churches, schools, individual rental properties and an engaged citizenry.

Additionally, this area has been addressed in part, or in its entirety, by various publications: “The Saint Paul Gateway District,” a ULI study, the City’s “Arena District/Eastside Community Plan,” and the “Downtown Neighborhood Plan.”

The “secret” of Dignowity Hill is “out,” and its reputation for providing a high quality of life near downtown is accelerating, although relatively speaking, this area is very static from a development perspective, as it is a fully built-out part of the older, inner city. The successful spillover from the redevelopment of the St. Paul Square, Sunset Station, new high rise hotels, condos, and apartments brings a population that puts more eyes on the street, leads to greater safety, and creates a demographic with needs for support retail and business services. Careful cultivation and advancement of these urban market forces in this area would satisfy a small but significant percentage of the BRAC-related growth, even in the near-term.

The potential abandonment and relocation of the Union Pacific Rail Yards would set up a tremendous opportunity for inner city mixed-use development. At the same time, it would allow the melding of the isolated neighborhoods and businesses between the railroad and the interstate to unify with the Dignowity area to the south.

This area can be successfully revitalized as the City, County, and the partnerships within the strongly rooted social and community organizations of San Antonio’s East Side continue to push for redevelopment. Although the arena, in and of itself, has not been the panacea many have talked about, cohesive efforts of the community outreach and assistance programs of the Spurs, the San Antonio Livestock and Exposition groups, and others can make a big difference. When these efforts are applied synergistically with the cultural tourism of the Eastside Cemetery Complex, historic preservation, the continuing growth and partnership with St. Philip’s College and the fulfillment of the many current and strategic street-oriented projects, the long-term picture is bright.

## **Southwest**

Essentially the eastern periphery of downtown, this area is mostly commercial, with the primary focus historically on warehousing and manufacturing. The area is framed on the west by I-37; on the south by Center St.; on the east by Cherry; and on the northeast by Sherman, Pine, and I-35. As the St. Paul Square area redevelopment continues to spread, infill development with professional, hospitality services and retail is giving way to multifamily residential, high-rise, and adaptive reuse.

With much of the area, especially up Alamo St. to the north, anchored by so many large historic structures, opportunities for mixed-use, adaptive reuse, and new development can be “framed” by its unique vernacular styles and components. These include the

historic Hays St. Bridge, many of the warehouses, and the potential of the railroad's maintenance buildings and land.

This area has a relatively low potential for accommodating BRAC-related growth and development, especially in the short-term, exceptions being any proposed or new high-rise, multifamily condos and/or apartments. Mixed-use projects and "loft-type" conversions are viable in the mid- and long-term.

## **West**

This area is a really eclectic mix of commercial, industrial, residential and special-use areas. It is bounded on the west by Broadway; on the south by I-35; on the east by Pine and Fort Sam; and on the north by Ira. It is politically comprised of the Government Hill, Westfort Alliance and the Mahncke Park Conservation District. It contains some of the more important historic landscape elements of the region as they relate to the post and immediately adjacent properties. The southern quadrant is mostly large service, maintenance, storage, and wholesale/retail merchants with several historic structures scattered amongst them. There are a few vacant parcels as well. The southeastern edge is a combination of the non-historic Government Hill area and the transitional zoning-land uses that edge into it from the west. The western-central section is mostly Broadway corridor retail-related businesses and includes the former Playland Park site, which is the proposed administrative campus for the Alamo Community College District. The immediate center, sandwiched by the post on the north and south (Brackenridge and Cunningham Streets, respectively) is a unique island of boulevard-quality streets, historic housing, and vacant tracts and buildings. The northern pod, between Brackenridge and Ira is dominated by an awkward clustering of older apartment complexes, large commercial uses on Broadway, and a couple of blocks of single family residential adjacent to the post.

Although physically small, with tight land use configurations, this area has a very high opportunity for accommodating growth. Careful planning and cooperation would poise this area to take maximum advantage of the momentum of the Broadway Corridor and River North redevelopment. When the historic and open space opportunities, on and adjacent to the post, are combined with linkages, amenities, services, and diversity afforded by connections to, and along the San Antonio River, Brackenridge Park, the Acequia Madre, the Pearl Brewery redevelopment, it is easy to see how this area is extremely well-positioned for high-quality, short-term, mixed-use development.

## **Northwest**

This area is entirely contained within the Mahncke Park Neighborhood Conservation District. It is defined by the Broadway Corridor on the east; Burr Road on the north; and Fort Sam Houston and Ira on the east and south. The area is comfortably embraced by the post, San Antonio Country Club, and Brackenridge Park. It has a vital retail and commercial section along Broadway, and is greatly enhanced by the centrally-located San Antonio Botanical Gardens and the Mahncke Park, and their connection to Brackenridge Park. With an excellent inventory of historic and vernacular style single-family homes, it has successfully gained excellent momentum over the past decades in

renovations and restorations. Several new infill housing projects have also been completed that compliment the neighborhood's ambiance and add to its overall renovation. Commercial activity along the Broadway corridor continues to steadily upgrade. There is also a new "midtown" component developing along Hildebrand with high-rise condominiums, existing, under construction, and proposed. These are drawing mixed reviews from the neighbors, but the ability to live in an area with so many amenities and a "central park" setting, vis-à-vis Brackenridge, is a strong marketing component. This area also has a very strong neighborhood association and an approved neighborhood plan.

With only a handful of widely scattered, vacant parcels this sector has only a limited opportunity for new single-family development. Conversely, the amount of sound housing stock that can be acquired ranges from "real gems," to some great "fixer-upper-specials." There are a few spatially-limited but very high-value, small sites that could accommodate medium- to high-density residential and new commercial ventures. There are also several potential development site opportunities inside the post, immediately adjacent to this area.

## **Northwest**

This sector is the more high-end market area of this analysis. It is mostly developed and is comprised of the Cities of Terrell Hills and Alamo Heights and the BelMeade neighborhood of San Antonio. The area is bound on the west by Broadway; the north by Rittiman; the east by Harry Wurzbach; and the south by Fort Sam Houston and Burr Road. It is dominated by large single-family homes on large lots, with scattered multifamily and commercial units around the perimeter. It orients primarily to the Broadway corridor, where substantial amounts of high-quality neighborhood and regional support retail, office, and commercial development have flourished. There are several moderate- to high-end infill developments of town homes, condos and apartments with a wide scattering of single-family units. Several former large estates and vacant tracts in Terrell Hills have sold and been redeveloped as small enclave subdivisions, or have been re-platted into smaller lots. There is no commercial development along the Rittiman perimeter although it's a major roadway. The highest potential in this area is the redevelopment of some of the older, multifamily parcels between Broadway and New Braunfels.

The greatest opportunity for accommodating BRAC-related growth is the fragmented edge of older multi-family apartment projects, non-residential land uses, vacant tracts, and under-developed commercial parcels along the western edge of Harry Wurzbach from Rittiman to the Post. This sliver of land is not huge but presents excellent opportunities for immediate off-post housing, especially for short-term personnel. It has historically provided various services and an eclectic mix of restaurants that are favored by the military. This section of land use is similar to the mix found along South New Braunfels: cleaners, tailors, walk-ins, etc.

## 7.2 OVERALL DEVELOPMENT STRATEGIES

In as much as there are three generalized time horizons for the specific projects proposed in this report, there are also three basic scales of revitalization. They are:

1. Niche
2. Mid-size
3. Large-Scale

### **Niche**

The niche scale is the real core of neighborhood revitalization. For the gentrified, balanced, transitional, or depressed area, this lot-by-lot, house-by-house, building-by-building approach is one of the most critical factors in fueling, furthering, and sustaining revitalization efforts. A single great example of a “pioneer” fixing up an old house or refurbishing and bringing new life to an old building is inspirational. It motivates the existing population, challenges the older landlords, and encourages newcomers. These ventures must continue to be fed by the smaller and specialized lenders and by institutions that have targeted these particular areas. Additional incentives should be offered to help in all facets of this scale.

### **Mid-Size**

Mid-size projects include multi-lot assemblages that aggregate contiguous pieces of properties into larger tracts for development. These traditionally go from individual, single-family homes to small town homes, apartments, or condominium projects. Their scale attempts to stay in keeping with the residential fabric of the neighborhood. In some cases several small lots are combined to enable much larger single-family dwellings. And in other cases new, similarly themed homes are constructed in a row on the same size lots as the originals. Assemblage of commercial properties has also taken off in recent years as larger building footprints are being accommodated. And, most intriguing in this market area is the combination of parcels to allow a fresh mixed-use development that can be designed without as many constraints as imposed by smaller lots.

### **Large-Scale**

The large-scale development sites are those that are shown on the Conceptual Land Use Map. These are as varied as the team felt was practical to fully optimize the development potential of the area. They run the gamut of land uses and place an extra emphasis on reinforcing the character of adjacent neighborhoods, taking maximum advantage of regional trends (especially in largely vacant tracts), concentrating on transportation systems, now and in the future, and with additional emphasis on mixed-use development and transit-oriented development. And, most unique to this part of San Antonio is the tremendous opportunity for building conversions, adaptive reuse and historic preservation.

## 7.3 CONCEPTUAL LAND USE PLAN MAP SUMMARY

The following list shows the currently proposed major new development and redevelopment components of our immediate study area and strategic adjacent parcels. The list includes a seamless area-wide overview combining on-post, off-post, and adjacent strategic areas. The list is clockwise, for the following proposed geographic sectors that are in our primary study area. Our featured, or ***Tier I Development Sites***, are indicated below. Alphanumeric designations correspond to the Conceptual Land Use map found on page XX.

Planning Sector	Acreage	Map Key	Parcel No.*
Northeast	375	NE	
East	869	E	
Southeast	603	SE	
South Central	307	SC	
South	1,015	S	
Southwest	202	SW	
West	228	W	
Northwest	438	NW	
North	1,283	N	
Fort Sam Houston	8,192	FSH	

*\* The parcel number is variable and is indicated next to the map key in the following descriptions.*

Following each Parcel identity is a “suggested” name, for reference purposes only. It is intended to make these development parcels less abstract and to begin to “brand” these sites. Following these, where appropriate, are the acreage estimates, potential square footages (sf), generalized land uses, potential dwelling unit counts, and significant urban features and/or amenities.

### NORTHEAST

#### NE-1

#### James Crossing

**7.5 acres**

82,000 sf neighborhood retail

**NE-2****Holbrook Woods (Tier I Development Site)****106 acres****Mixed-Use Development**

With immediate access to the Post, Salado Creek Parkway and Greenway, adjacent to expanded John James Park and two equestrian centers

1800 multifamily units

750,000 sf retail

500,000 sf office/professional

Potential light-rail, commuter rail station, and/or full inter-modal facility

**FSH-NE-1****88 acres**

Significant BRAC and Post Support Development Re-allocation

**FSH-NE-2****90 acres**

Significant BRAC and Post Support Development Re-allocation

**EAST****BAMC Medical Overlay District****495 acres****E-1****115 acres**

Mid- to high-rise medical-professional office buildings, medical teaching facilities, pharmaceutical, manufacturing, health-related manufacturing companies, etc.

**E-2****82 acres, outside study area**

Mid- to high-rise medical-professional office buildings, medical teaching facilities, pharmaceutical, manufacturing, health-related manufacturing companies, etc.

**E-3****54 acres, outside study area**

Mid- to high-rise medical-professional office buildings, medical teaching facilities, pharmaceutical, manufacturing, health-related manufacturing companies, etc.



**E-4**

**60 acres**, outside study area

Mid- to high-rise medical-professional office buildings, medical teaching facilities, pharmaceutical, manufacturing, health-related manufacturing companies and etc.

**E-5**

**81 acres**, outside study area

Mid- to high-rise medical-professional office buildings, medical teaching facilities, pharmaceutical, manufacturing, health-related manufacturing companies and etc.

**E-6**

**20 acres**

430,000 sf adaptive reuse wholesale/commercial

**E-7**

**25 acres**

2- and 4- story hotel/motel

**E-8**

**55 acres**

1.5 million sf adaptive reuse office, service and commercial

**E-9**

**Willowood Village (Tier I Development Site)**

(not part of proposed BAMC overlay district)

35 acres, outside study area

875 multifamily units (proposed replacement site for Sutton Homes)

**SOUTHEAST****SE-1**

**54 acres**

1.2 million sf adaptive reuse office, educational and high-tech manufacturing  
30,000 sf commercial

**SE-2****Salado Creek Village**

**210 acres**, outside study area

Transit-oriented, mixed-use development

20-acre park

750,000 sf art gallery-studio space

16 screen multiplex theater

1.5 million sf retail/commercial

1.75 million sf commercial/office conversion/adaptive reuse

2600 multifamily units

**SE-3**

**20 acres**

Municipal Facilities (fire, police, EMS, library, museum, community center, etc.)

**SE-4**

**43 acres**

Regional retail/commercial facilities (big-box retail with pad site restaurants)

**SE-5****Sutton Square (Tier I Development Site)**

**53 acres**

Mixed-use replacement for Sutton Homes

30-acre 900 unit multifamily

250,000 sf neighborhood retail/service

Hotel

**SOUTH CENTRAL****SC-1**

**6 acres** (Tier I Development Site)

700-room hotel with conference center

1200-car parking garage (operated by the city of San Antonio, in concert with VIA)

Transit/transfer shuttle terminal

Pedestrian access onto Post through Walters Gate

Pad site restaurant

**SC-2**  
**5 acres**

150,000 sf retail  
150,000 sf office

**SC-3**  
**1.5 acres**

Old School Campus Rehab-40,000 sf

**SC-4**  
**Carson Square**  
**15 acres**

Mixed-use infill development  
218,000 sf adaptive reuse retail-office  
300 loft-conversion multifamily units  
350,000 sf new retail/commercial/office

**FSH-SC-1**  
**54 acres**  
**Long Barracks**

74,000 sf office adaptive reuse inside Long Barracks or optionally use as an educational facility  
42,000 sf office adaptive reuse inside 9 detached structures

**SOUTH**

Similar to the north side, there are no major developments occurring in this sector, and with only a few very small parcels and lots available, it is even “tighter” than the north area. One exception is the housing authority’s makeover of the W.C. White apartments with its 75 units.

**S-1**  
**20 acres**

220,000 sf regional level retail

**S-2**  
**20 acres**

400 multifamily units

**S-3****56 acres**

Mixed-use/Transit-oriented development

900 multi-family units

375,000 sf retail

250,000 sf office/professional

Transit Station

**SOUTHWEST****SW-1****4 acres**

Major retail anchor 40,000 sf

**SW-2****20 acres**

Specialty/entertainment retail 400,000 sf, adaptive reuse

(possible mix of theaters, restaurants, and indoor recreation in old rail maintenance facilities)

**WEST****W-1****7 acres**

200 room hotel

280,000 sf retail

180,000 sf office

**W-2****8 acres**

230 multifamily units

140,000 sf office

120,000 sf retail/commercial

**W-3; 20 acres (Tier I Development Site)****FSH-W-1, 17 acres**

Cunningham Park

37 acres, consolidated

695-room hotel as a through-fence replacement for the one proposed at the Lifestyle Center on Post

500,000 sf office, inclusive of ACCD corporate campus  
180 units over 80,000 sf adaptive reuse; commercial/office  
80,000 sf storefront retail  
600 unit multifamily structure  
14-acre park

**FSH-W-2**  
**19 acres**  
**Hospital Row**

120 town homes  
30 single-family detached homes  
300 unit conversion of original Post hospital  
280,000 sf retail/office

**W-4**  
**23 acres**  
**Mulberry Place**

90,000 sf commercial-/office conversion  
600 multifamily residential units

**NORTHWEST**

**FSH-NW-1**  
**15 acres**

20,000 sf neighborhood retail  
36 single-family residential

**NW-1**  
**2 acres**

24,000 sf neighborhood retail

**NW-2**  
**1.5 acres**

20,000 sf restaurant

**FSH-NW-2****9 acres**

46 garden home lots

**FSH-NW-3****12 acres**

500,000 sf office

**NORTH**

There are no major development or redevelopment projects envisioned for this area, outside of the high-rise condos under construction at Broadway and Hildebrand. Comprised of Alamo Heights, Terrell Hills, and Belmeade, there are only scattered small parcels with limited potential and negligible impact. There are a few potential lot conversion projects, wherein former single family lots could be redone into town homes and small condo projects on a limited basis. Pending demolition of existing multifamily units could change, and the contiguous existing properties could be consolidated to create substantial acreages. The commercial nodes at Harry Wurzbach and Burr Road and the one at Harry Wurzbach and Rittiman could have substantial upgrades however.

**N-1****9 acres**

240 multifamily units

180,000 sf neighborhood retail/restaurants

**N-2****3.5 acres**

180 multifamily units

**N-3****6 acres**

60,000 sf retail/office

**FSH-N-1****Watkins Terrace (Tier I Development Site)**

220 Acres

Retain existing 110 duplex units

"Outsource" Cole high school

Add 125 acres to John James Park

30-acre, multifamily-900 units

85-acre, 900,000 sf retail

50-acre, office and/or mixed-use

## **7.4 HIGH PRIORITY SITES AND STRATEGIC DEVELOPMENT AREAS**

### **1. Northeast**

#### **NE-1 - James Crossing – 7.5 acres**

82,000 sf of neighborhood retail

#### **Holbrook Woods – 106 acres**

- Mixed-use development
- With immediate access to the post, Salado Creek Parkway and Greenway, adjacent to expanded John James Park and two equestrian centers
- 1800 multifamily unit
- 500,000 sf office/professional
- Potential light-rail, commuter rail station, and/or full inter-modal facility

### **2. South Central**

#### **SC-1 - 6 acres**

- 700-room hotel with conference center
- 1200-car parking garage (operated by the city of San Antonio, in concert with VIA)
- Transit/transfer shuttle terminal
- Pedestrian access onto post through Walters Gate
- Pad site restaurant

### **3. South and Southwest**

#### **S-3 - 56 acres**

- Mixed-use
- 900 multifamily units
- 375,000 sf retail
- 250,000 sf office/professional

#### **SW-2 - 20 acres**

- Specialty/entertainment retail 400,000 sf, adaptive reuse
- possible mix of theaters, restaurants, and indoor recreation in old rail maintenance facilities

### **4. West**

#### **W-3; 20 acres and FSH-W-1, 17 acres -- Cunningham Park 37 acres, consolidated**

- 695-room hotel as a through-fence replacement for the one proposed at the Lifestyle Center on the post
- 500,000 sf office, inclusive of ACCD corporate campus
- 180 units over 80,000 sf adaptive reuse; commercial/office



- 80,000 sf storefront retail
- 600 unit multifamily structure
- 14-acre park

## **7.5 STRATEGIC DEVELOPMENT AREAS**

### **A. East**

#### **E-1-E-8 off-Post - BAMC Medical Overlay District - 495 acres, off-post**

- Mid- to high-rise medical/professional office buildings
- medical teaching facilities, pharmaceutical manufacturing, health-related manufacturing companies, etc.

#### **FSH-NE -1 & 2 on-post**

### **B. Southeast**

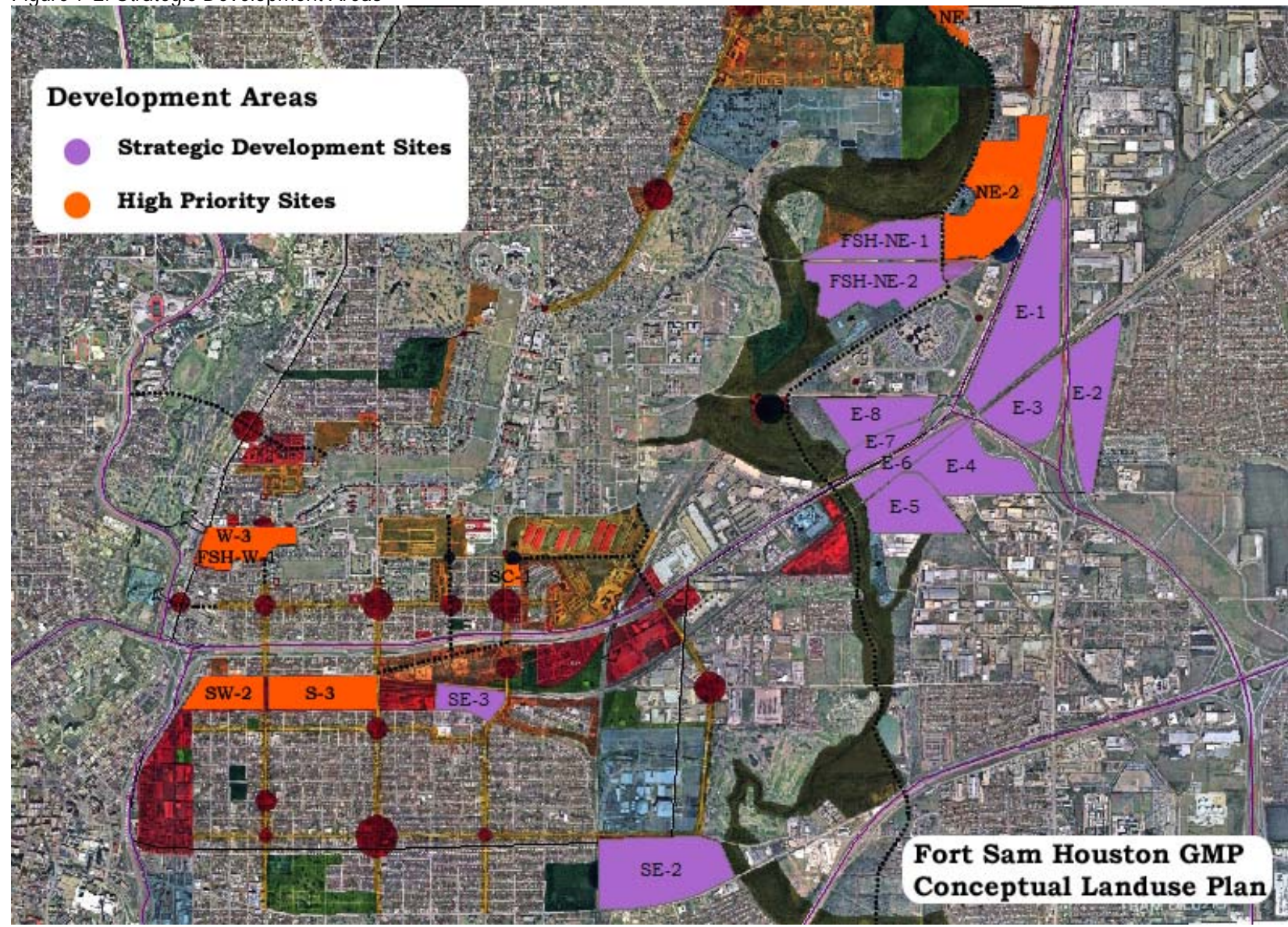
#### **SE-2 - 210 acres - Salado Creek Village - outside study area**

- Transit-oriented, mixed-use development
  - 20-acre park
  - 750,000 sf art gallery/studio space
  - 16 screen multiplex theater
  - 1.5 million sf retail-commercial
  - 1.75 million sf commercial and office conversion-adaptive reuse
  - 2600 multifamily units

#### **SE-3 - 20 acres**

- Municipal Facilities (fire, police, EMS, library, museum, community center, etc.)

Figure 7-2: Strategic Development Areas



## 8.0 PROMOTING CONNECTIVITY AND LINKAGES

### 8.1 ALTERNATIVE LINKAGES

Besides the enhanced connectivity suggested elsewhere in this report for both existing streets, new extensions to the roadway network, and entire new parkways, there are also numerous non-vehicular opportunities. These linkages fall into four categories: natural conveyances, infrastructural multi-use, planned alignments, and visual opportunities.

#### 8.1.1 NATURAL CONVEYANCES

The pre-eminent natural conveyance is the vast **Salado Creek Greenway**. Historically fragmented by disparate ownership, land use conflicts, and waterways, situations have turned around in recent years. A comprehensive program has been activated to acquire strategic segments of the creek to build a continuous greenway. In its ideal state, it could run about 30 miles from Camp Bullis to its confluence with the San Antonio River. This city-sponsored initiative has been propelled by bond funding approved by San Antonio for both property acquisition and trail development. With the existing chain of city and county parks along the Creek as “keystone pieces,” strategic sections have been targeted for development. This endeavor has also been further augmented by the generosity of individuals, such as Robert Tobin, who have donated property and then advanced it into the parks system through the San Antonio Parks Foundation.

Soon, proposed and constructed pathways will run from Loop 410 South to the northern boundary of Fort Sam Houston. Adding to the uniqueness of this section and points south is the presence of five equestrian facilities. A separate equestrian and hiking trail should be adopted into the existing matrix of pathways to connect these facilities to one another, as well as other appropriate destinations. The ability to trailer-transport vis-à-vis an alternative park and ride from a trailhead down or up to the Stock Show and Rodeo embraces the true spirit of San Antonio!

This system should also focus heavily on the Fort Sam Equestrian Center and the potential for hippo therapy for our troops, as well as for special needs children and adults alike. This would also be an excellent outreach program to the neighborhoods around the post, while contributing significantly to the recreational opportunities.

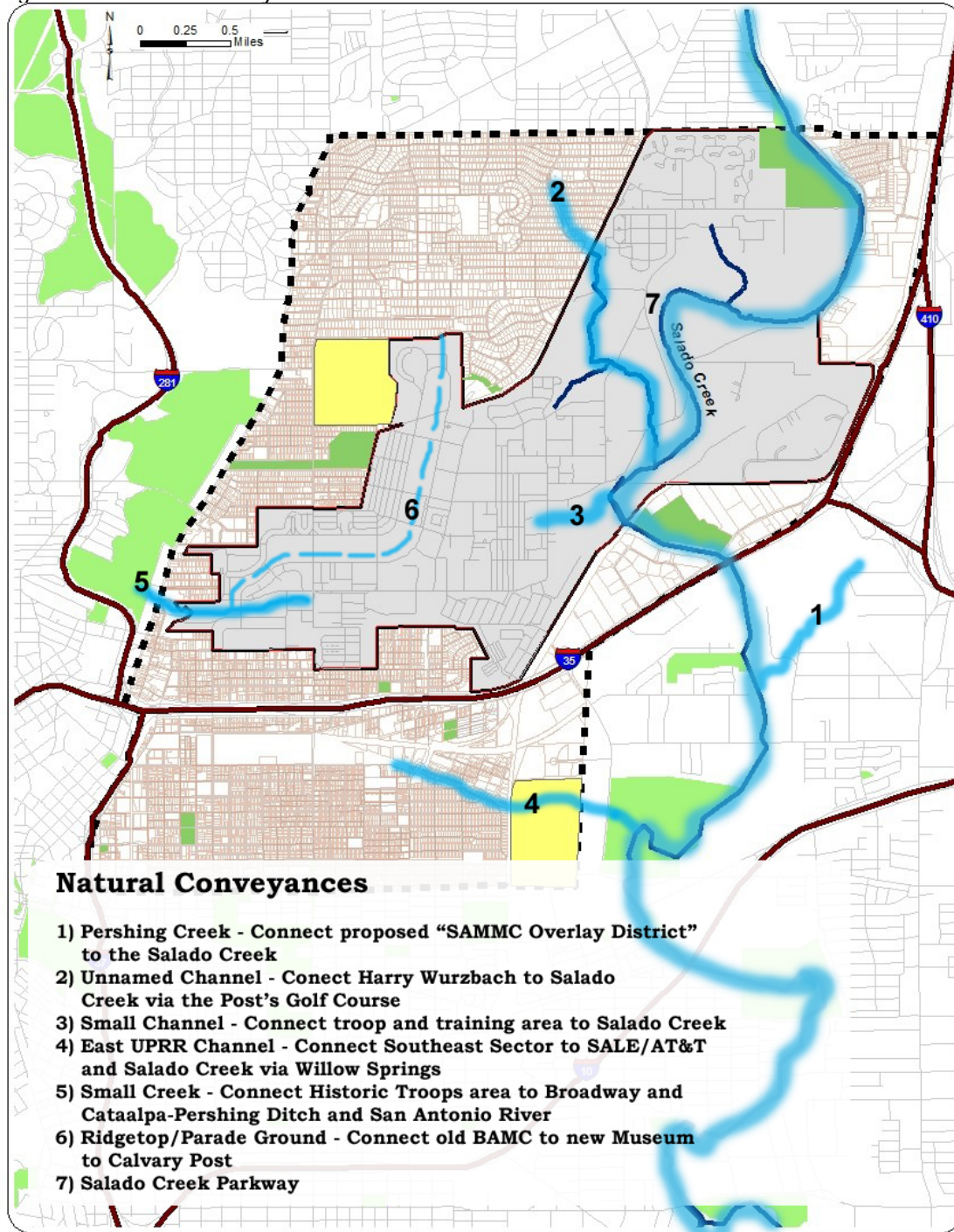
#### **Other Creek and drainage-based linkages include:**

1. Pershing Creek – could connect the proposed BAMC Overlay District to the Salado Creek near Pletz County Park
2. Unnamed channel from east Terrell Hills - could connect this area west of Harry Wurzbach to the Salado Creek via the Post's golf course
3. Small channel in southeast part of Post - could connect major troop and training areas to Salado Creek
4. Channel from the east Union Pacific Rail Road (UPRR) area - could connect existing and proposed Southeast Sector area to SALE/AT&T and Salado Creek via Willow Springs Golf Course



5. Small Creek in westernmost Post – could connect historic troops areas through the Calvary Post redevelopment pod to Broadway and Catalpa-Pershing Ditch and San Antonio River at Brackenridge Golf Course via the old Playland Park site and the Acequia Madre
6. Ridgetop/Parade Ground – could connect the old BAMC along this grand, existing open space through the entire post, south and west, anchored by the newly proposed museum, down to the Calvary Post

Figure 8-1: Natural Conveyances



### 8.1.2 INFRASTRUCTURAL MULTI-USE

The opportunities are too numerous to list but include the possibility, wherever appropriate, to run along the alignment of existing utility corridor easements, right-of-ways, available parkways, etc. These can be ideal targets since the entities that own and maintain them (such as electric, water or rail road companies) like to have good and well-maintained access. As such, by placing walking paths, trails, bike paths or simple sidewalks along these corridors, double duty can be achieved.

There are several alignments that penetrate Ft. Sam from adjacent neighborhoods, and they should be utilized wherever practicable to connect population clusters, off-post businesses, cultural facilities and parks, especially in areas where there are limited natural conveyances or street-based connections.

Specific opportunities in the study area have large tandem systems like easements and right-of-ways. One example of this is the high KV/CPS overhead electric line that runs immediately adjacent to the UPRR throughout the study area. To retrofit this swath with a higher speed mode such as a veloway is ideal. This could connect northeast San Antonio to downtown via BAMCC/SAMCC.



New Braunfels Avenue also lends itself to a true pedestrian boulevard that could at least provide a strong connection as well as urban design statement between two of the post's most beautiful entryways. These could be re-invented as grand design entry portals that would both embrace the history of the post and the neighborhoods around it.

Veloway - a paved pathway for higher-speed cyclists and inline skating.

Another strong, through-post connection possibility would be to take maximum advantage of the Mahncke Park connection that links the Botanical Gardens with Brackenridge Park and Broadway. By utilizing the proposed closure of Funston Road as an opportunity, the ability to have a seamless connection from Harry Wurzbach through the post to Austin Road and the San Antonio River is provided.

### 8.1.3 PLANNED ALIGNMENTS

Planned alignments could be anything from pedestrian systems installed parallel to existing streets such as along Binz-Engleman to alignments that go from population centers to adjacent businesses or facilities. These can provide greater connectivity between BAMC and the post. These could be as unique as a direct connection between the Old BAMC and the San Antonio Country Club or as basic as pedestrian overpasses to reunite neighborhoods over railroad tracts, expressways, creeks or between mid- to high-rise buildings.

### 8.1.4 A VISUAL OPPORTUNITY

This opportunity entails simple measures that help take away the false sense of security that is provided by continuous shrub masses and no-see-through screens on fences

and other opaque barriers. Although a case for this can be made in many areas, it would be most effective in the post perimeter fence itself, especially in the historic areas. The ability to see through denies the ability to hide behind. The removal of old rows of dense plants and screen cloth, especially along Carson Street and Eleanor, can only be a win-win situation. What it exposes is historical architecture, both on and off the post and says “Hey, Neighbor!”

## **8.2 REDEVELOPMENT FRAMEWORK**

Using Walters as a starting point for his overall strategy, the Team envisions using a system of roadways to reconnect, reinforce and reinvigorate the neighborhoods around the post. This system will be accomplished by taking maximum advantage of the existing gate connections to the post, placing new road alignments through the post and connecting segments of discontinuous streets to other streets near the post. This peripheral and radial street pattern should then be reinforced by placing new pedestrian-friendly urban design emphasis on cross streets and especially at nodes and intersections.

Additionally, these physical improvements inside the right of ways of the major streets should be viewed as merely the physical spine that centers a broader scope of re-study. This methodology is critical to the neighborhoods south and west of the post. In particular, the proposed and enhanced connectivity is predominantly in a north-south orientation. From east to west, this system should include the improvements listed below.

### **8.2.1 MAJOR NORTH-SOUTH ROADWAY IMPROVEMENTS**

#### **1. Salado Creek Parkway**

Use existing Ira Lee and Holbrook Roads and new alignments between BAMC and the UPRR, and then down along the creek, weave back to possibly Brooksdale Drive, Bunche, and Pecan Valley Drive to Brooks City Base. (Eventually this could connect 410 North to 410 South.)

#### **2. AT&T Parkway**

Extend north to create a true four-way intersection at I-35 and provide a commercial access route or full-blown gate to the southeastern corner of the post. Then it could either connect in a restricted manner along Parker to the Walter’s Gate Complex and/or go directly north to connect with Garden St. and eventually extend to the south through the proposed Urban Center below the AT&T Center to Commerce St. aligning with Honey St.

#### **3. Walters Street**

As mentioned previously in reference to the improvements between I-35 and the post, further projects would provide equal design and construction improvements south to Houston Street.

#### **4. Frank Street**

Extend the street under I-35 at any existing and underused overpasses to Sequin (and long range to possibly Gevers). And as an option, study opening a gate at the north end into the post (which could also feed in a secured manner back to the Walters complex via Hood Street.).

5. South New Braunfels Avenue

Upgrade and design enhancements from Grayson to Houston.

6. Pine Street

Upgrade and design enhancements from Commerce north to the post. And then, ideally by opening the existing Pine Street through the two western “panhandles” of the post, and by way of two very short new extensions, this roadway can be brought up to a four-way at Mulberry, and then connect with Eleanor and Austin Road. This completes a critical north-south connection that the Team feels will replace if not exceed the New Braunfels alignment in terms of circulation and land use connectivity. The two parcels clipped out of Fort Sam Houston would be the Calvary Post area and the Beebe Loop, both of which could then be optimized for redevelopment in the private sector. (See Section 5.8) This further removes the dead-end status of six east-west streets and reinforces multiple complete grid connections to Broadway and vis-à-vis US 281.

## **8.2.2 MAJOR EAST-WEST ROADWAY IMPROVEMENTS**

1. Petroleum

Upgrade access-egress from I-H 35/410 at this great connection point to utilize perhaps a personnel-only gate into the post and especially as a northern access point to BAMC/SAMMC (especially in the light of how dysfunctional the existing and proposed access and egress points are). This would then connect with an internalized part of the overall Medical Overlay Development District inside the post, using the new bridge over Salado Creek, and then with a short new section below the elementary school for an efficient connection to Williams Road and on into the heart of the base. (This coupled with the proposed closing and abandonment of Nursery Road to the north, would eliminate a gate and allow the VA Cemetery to have a contiguous site.)

2. Houston Street

3. Burnet Street

4. Burleson Street

5. Sherman Street

These four streets are unique to themselves. Houston Street and its proposed improvements are well documented in other reports. Burnet and Burleson are much more residential in character, but all three of these help reinforce the connectivity between the north-south system and downtown. Sherman, which connects with Brooklyn under the freeway, has the next best connectivity in this region between downtown and Walters. However, in the serviceability area, Sherman has a two-fold advantage: it is “single-loaded” for



the most part as it has the UPRR's East Yard on one side for most of its length, and is more suited for through traffic than with Burnet or Burleson. But, taken as a whole, the streets all have the potential to further intra-neighborhood connections, while at the same time, affording each neighborhood to better demonstrate its unique character.

6. Carson Street

In essence, the Team perceives Carson as both a replacement for Grayson and a much better through-street for serviceability to land uses, while maintaining and reinforcing the characteristics of the Government Hill area. Seen as part of the overall system, it runs from a proposed commercial node on the east end at Walters, connects with the historic node at New Braunfels, and west to intersect Pine, Austin, and Alamo. The Team also proposes the extension of Pine, Austin and Alamo. The team proposed the extension of Pine through a block to connect with Broadway at the Pearl Parkway for another development node and to facilitate access to US 281 and the redevelopment areas of Broadway, River North and the Pearl Brewery.

7. Mulberry Street

With nominal upgrades, this road could become a much more strategic connection between the 281 corridor and Broadway. Also, it could wither become a secondary gate to the post or an ideal bicycle/pedestrian connection as it dead-ends right at the post fence.

8. Eleanor Street

9. Austin Road

10. Harry Wurzbach

To complete the envelopment of the post, to both enhance security and provide as many traffic bleed-offs as possible, the roads along the northern edge should be adequately upgraded to better tie-in with one another. In addition to the extension of Pine, this upgrade also facilitates the revitalization of the North New Braunfels area. And, by carrying traffic to and from the Post after Funston Road is closed along this alignment, the concerns of Mahncke Park residents would be better addressed. A possible additional solution might be the cul-de-sac of Pershing Road at the southeastern corner of the San Antonio Country Club. Additionally the Harry Wurzbach, Austin Road, Eleanor segments are excellent opportunities to link bike routes at Brackenridge Park, the Botanical Gardens and the post.

## 8.3 STRATEGIC IMPROVEMENT DISTRICTS

With significant exceptions of the predominantly non-residential areas of the eastern and easternmost part of the southeast sectors, the mechanics of how this revitalization program can be implemented at a municipal level, can be perceived literally like clockwork.

Using the previously enumerated street and roadway priorities as the spine of the system, the program can craft Strategic Improvement Districts that are formed by the mid-points between these roads. By keeping on the north-south streets in the South Central, Southeast, South, Southwest and Northeast sectors, and the east-west streets in the West, Northwest and West sectors, areas could be tightly defined for systemic overhaul. These could be as few as 9 or as many as perhaps 26. The final sizes, shapes and areas should be determined by the body in charge of overseeing the work.

This Development Authority would have to be able to work simultaneously on all three scales (niche, mid-size, and large scale) and also be able to work on all four time horizons (immediate, short-term, mid-term and long-range). Besides the details already outlined, each of these districts should see the full and comprehensive implementation of approved neighborhood plans and other pre-existing initiatives, as long as they are in keeping with appropriate revitalization strategies. Additionally, to be effective, this process truly needs to be a soup to nuts program. These tools and their enactment should include:

- Immediate district-wide code enforcement;
- Consolidation and upgrade of zoning classifications;
- Re-assessment of historic, cultural and natural properties as to relative significance;
- Homeowner assistance in establishing historic designations for help in tax-abatement, funding and restoration work;
- The upgrade of all elements of the infrastructure wherever practicable to accommodate existing demand first, and the potential for development projects as well;
- Cooperation with non-profits, trusts, and related alliances to acquire and develop where appropriate individual lots, tracts and parcels for pocket parks, gardens, cultural facilities and simple open spaces.